
Report To:	Inverclyde Council	Date:	7 June 2018
Report By:	Chief Executive	Report No:	IC/04/18/KM
Contact Officer:	Miriam McKenna, Corporate Policy, Performance and Partnership Manager	Contact No:	01475 712142
Subject:	Inverclyde Council Corporate Plan 2018/22		

1.0 PURPOSE

1.1 The purpose of this report is to present to the Council the new Inverclyde Council Corporate Plan 2018/22.

2.0 SUMMARY

2.1 The Corporate Plan 2018/22 sets out the ways in which Inverclyde Council hopes to deliver better outcomes for the people of Inverclyde.

2.2 The Plan retains the Nurturing Inverclyde Vision, 'Getting it right for every child, citizen and community' and the wellbeing outcomes (safe; healthy; achieving; nurtured; active; respected and responsible and included), that were established in the previous Corporate Statement 2013/18.

2.3 The Plan covers the four year period 2018 to 2022. This aligns it with the Inverclyde Outcomes Improvement Plan 2017/22, the local government elections which are due to take place in May 2022 and the development of the new Corporate Directorate Improvement Plans 2019/22.

2.4 The Corporate Plan establishes a number of organisational priorities for the Council that are linked to the delivery of our wellbeing outcomes. These have been developed following engagement with communities, Elected Members, the Extended Corporate Management Team and officers from across the Council. The priorities are:

- To promote Inverclyde, to both residents and visitors alike, as a great place to live, work and visit;
- To work collaboratively, to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them;
- To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs;
- To reduce the prevalence of poverty and in particular, child poverty in our communities;
- To safeguard, support and meet the needs of our most vulnerable families and residents;
- To improve the health and wellbeing of residents so that people live well, and for longer;
- To protect and enhance our natural and built environment;
- To preserve, nurture and promote Inverclyde's unique culture and heritage;
- To deliver services that are responsive to community needs and are underpinned by a culture of innovation, continuous improvement and effective management of resources;

- To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs.

2.5 The Council is a key partner of the Inverclyde Alliance and as such, this Corporate Plan will support the delivery of the Inverclyde Outcomes Improvement Plan, which sets out the high level partnership priorities for the area. The Plan also aims to ensure that as an organisation, the Council continues to strive for excellence in service delivery to deliver better outcomes for residents.

2.6 The detail of how the organisational priorities will be delivered will be set out in the Corporate Directorate Improvement Plans (CDIPs). The CDIPs are in the final year of their three year lifespan and will be refreshed over the summer and presented to the appropriate Committees for approval in the autumn.

2.7 An Annual Report, detailing the progress made in delivering the Corporate Plan, will be produced and presented to the Policy and Resources Committee in the autumn each year, with the first report due in 2019.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Council approves the Inverclyde Council Corporate Plan 2018/22.

Aubrey Fawcett
Chief Executive

4.0 BACKGROUND

4.1 The Corporate Plan is a key component of the Council's Strategic Planning and Performance Management framework. It articulates the Council's:

- Vision and our wellbeing outcomes
- Organisational priorities
- Performance measures
- Performance management arrangements

5.0 INVERCLYDE COUNCIL CORPORATE PLAN 2018/22

5.1 The Corporate Plan 2018/22 retains the Nurturing Inverclyde Vision, 'Getting it right for every child, citizen and community' and the wellbeing outcomes (safe; healthy; achieving; nurtured; active; respected and responsible and included). The Vision and the wellbeing outcomes were established in the Corporate Statement 2013/18 and are firmly embedded in the Council's strategic planning framework. This was recognised in the Audit Scotland Best Value Assurance Report which praised the Council for having a clear vision that is clearly understood by both employees and community planning partners.

5.2 The Corporate Plan establishes a number of organisational priorities for the Council that are linked to the delivery of the wellbeing outcomes. These have been identified following engagement with our communities in the 'Our Place Our Future' Survey and the Citizens' Panel. Planning workshops have also taken place with Elected Members, the Extended Corporate Management Team and officers from across the Council. The priorities have also been informed by a review of local data which helped to identify the key issues for the area.

5.3 The Corporate Plan 2018/22 organisational priorities are:

- To promote Inverclyde, to both residents and visitors alike, as a great place to live, work and visit
- To work collaboratively, to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them
- To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs
- To reduce the prevalence of poverty and in particular, child poverty in our communities
- To safeguard, support and meet the needs of our most vulnerable families and residents
- To improve the health and wellbeing of residents so that people live well, and for longer
- To protect and enhance our natural and built environment
- To preserve, nurture and promote Inverclyde's unique culture and heritage
- To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources
- To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs.

5.4 As a key partner within the Inverclyde Alliance, the Corporate Plan will support the delivery of the Inverclyde Outcomes Improvement Plan (IOIP), which establishes three high level partnership priorities for the area: Population, Inequalities and Environment, Culture and Heritage. The Plan also aims to ensure that the Council strives for excellence in service delivery to deliver better outcomes for residents.

5.5 The detail of how the organisational priorities will be delivered will be provided in the Council's Corporate Directorate Improvement Plans (CDIPs). The purpose of the CDIPs is to set out how each Directorate of the Council will improve its services and service delivery to achieve the Council's vision, outcomes and organisational priorities. The current CDIPs

2016/19 were approved by the relevant Committees in April and May 2016 and will come to an end in March 2019. A final refresh of the current plans will take place over the summer and be presented to the appropriate Committee for approval in the autumn. New, three year Corporate Directorate Improvement Plans will be presented to the respective Committee for approval in spring 2019 and cover the period 2019/22.

- 5.6 It is important that the Council can evidence progress in the delivering of its Corporate Plan and an Annual Report will be produced and presented to the Policy and Resources Committee in the autumn each year, with the first report due in 2019.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

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

Financial Implications - Annually Recurring Costs/(Savings)

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

- 6.2 Human Resources: There are no direct human resources implications arising from this report.
- 6.3 Legal: There are no direct legal implications arising from this report.
- 6.4 Equalities: The Corporate Plan 2018/22 is a high level, strategic document therefore it is difficult to anticipate any negative impact it might have on protected characteristics.
- 6.5 Repopulation: The Corporate Plan 2018/22 has a specific organisational priority aimed at promoting repopulation and making the area an attractive place to live, work and visit. This is aimed at stabilising the population in the short term and potentially increasing the population in the longer term. The delivery of all the priorities in the Plan however will have a positive impact on the whole of Inverclyde which in turn will help to enhance the image of the area.

7.0 CONSULTATION

- 7.1 The development of the new Corporate Plan 2018/22 has been informed by engagement and consultation with communities, officers from across all Council services, the Extended Corporate Management Team and Elected Members.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 None.

Inverclyde Council

Corporate Plan

2018/22



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Foreword

Welcome to Inverclyde Council's Corporate Plan 2018/22.

This Plan sets out our 'Nurturing Inverclyde' vision for the Council as a whole and the ways in which we hope to improve the lives of, and deliver better outcomes for, the people of Inverclyde. In striving to deliver this Corporate Plan, and by working with our Inverclyde Alliance partners, we aim to ensure that we are:

'Getting it right for every Child, Citizen and Community'

As a Council we have made significant progress over the last ten years. This was recognised by Audit Scotland in the Best Value Assurance Report on Inverclyde Council, published in June 2017. The Council was praised for having a positive working culture that supports innovation; a clear vision and stable, effective leadership.

We are proud of our achievements to date. We have proven we can deliver a challenging and complex improvement programme at a time of financial pressure on a scale that we have not experienced before, whilst at the same time, continuing to deliver a range of high quality services, many of which have been recognised as excellent, or a model of good practice, at a national level.

In developing our strategic priorities, we have engaged extensively with our communities. As a result, we are confident that the priorities contained within this Plan are those that are of the greatest importance to our residents. We have also looked at how, as a Council, we can support our partners in helping to deliver the key partnership priorities for the area that are set out in the Inverclyde Outcomes Improvement Plan and taken forward by the Inverclyde Alliance Community Planning Partnership.

Looking ahead, we remain highly ambitious in our plans for the future but we also recognise the many challenges we face in order to realise these ambitions. We need to ensure that our resources are appropriately targeted in order to make the greatest impact. We are committed to working with our partners and local communities to deliver a stronger, more responsive organisation. We will continue to engage, empower and listen to our communities, recognising that with their collective assets, knowledge, skills and experience, we can successfully achieve our vision together.



Councillor Stephen McCabe
Leader of the Council



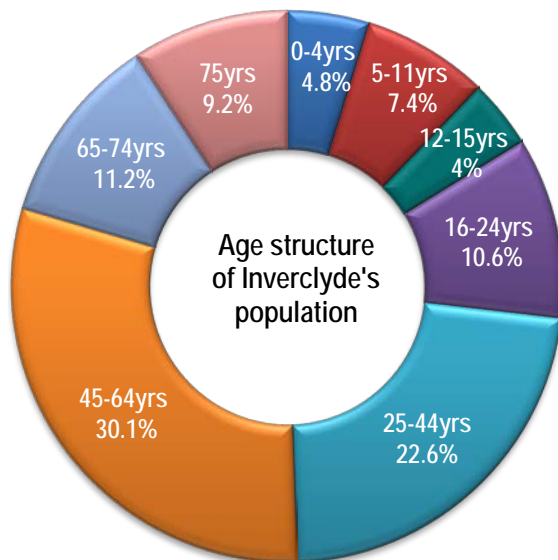
Aubrey Fawcett
Chief Executive

About your area



Inverclyde is located on the west coast of Scotland. It is one of the most attractive places in Scotland to live, work and visit, with breath-taking scenery, excellent transport links to Glasgow and Edinburgh, a wide range of sporting and leisure opportunities and one of the best school estates in Scotland.

Inverclyde's estimated population in 2017 was **78,760**, which is 1.5% of the total population of Scotland. 52% of the population are female and 48% male. 87% of the population live in the towns of Greenock, Port Glasgow and Gourock with the remainder of the population living in the villages of Inverkip, Wemyss Bay, Kilmacolm and Quarriers Village.



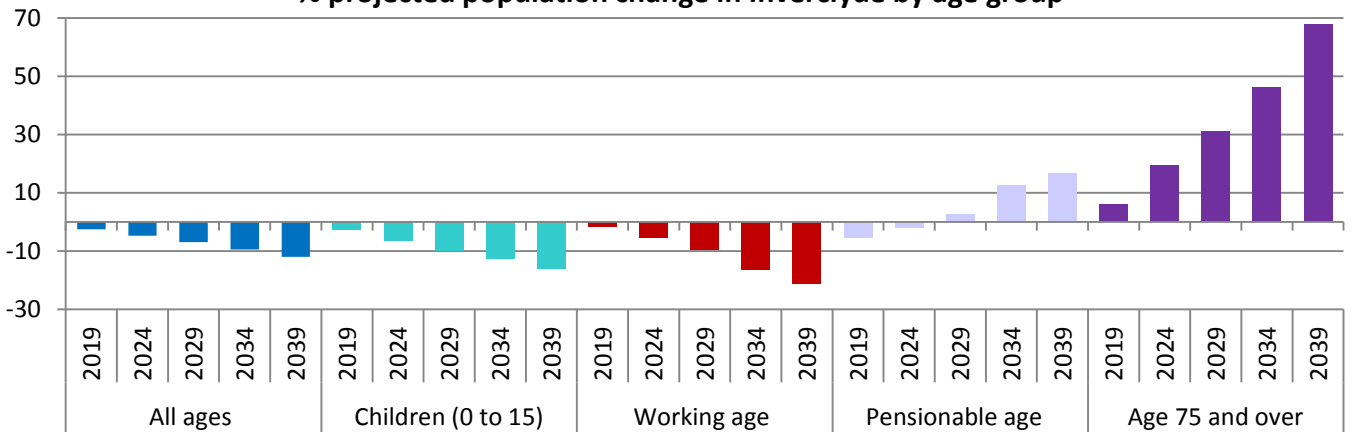
16.2% of Inverclyde's population is aged 16 years or younger, whilst 20% is aged 65 years or older. 63% of Inverclyde's population is aged between 16 and 64 years old.

National projections forecast a long term decline in Inverclyde's population over the next 25 years. This is because there is expected to be more deaths than births and more people are expected to leave than move into the area.



Within the projected decline in Inverclyde's population there is expected to be a 14% increase in the percentage of the population that is pensionable age and over, with a more substantial increase, 66%, in the number of people aged 75 years and older by 2041. A decline in the working age population will have implications for future skills provision and longer term economic growth locally whilst a substantial increase in the number of people aged 75 and over will clearly have a significant impact on the public sector services most frequently used by this section of the population. The implications of population decline for the long term future of the area means that tackling this is a key priority for the Council and our community planning partners.

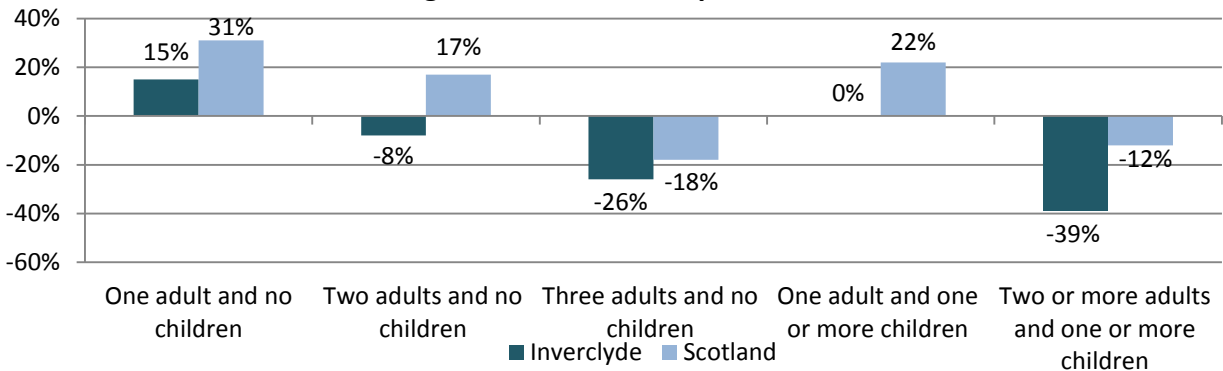
% projected population change in Inverclyde by age group



It is estimated that by 2039 almost a quarter of households in Inverclyde will be headed by someone aged 75 and over.

The percentage of households with two or more adults and one or more children is projected to fall by 39% by 2039 compared to a 12% fall nationally.

% change in household composition 2014 - 2039

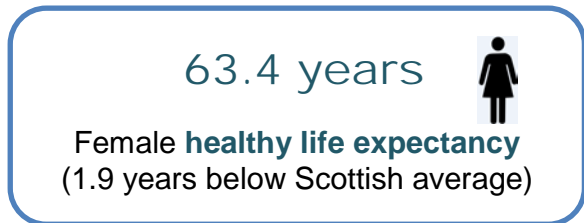


1 in 4 children in Inverclyde are living in poverty

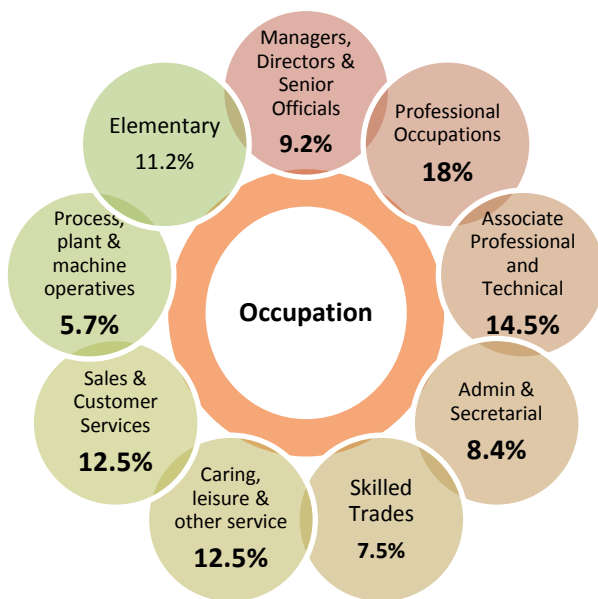
There are a number of communities in Inverclyde that continue to suffer from high levels of poverty and disadvantage. The areas suffering from the highest levels of deprivation include parts of Greenock and Port Glasgow. Within Greenock in particular, there are communities that have consistently been placed amongst the top 5% most deprived in Scotland since 2004. This has manifested itself in poorer health, lower levels of employment, higher levels of child poverty, lower levels of attainment and higher levels of drug and alcohol misuse in these areas.

Overall, lower levels of deprivation can be found in Wemyss Bay, Inverkip, Gourock and Kilmacollm and Quarriers Village. The differences in social and economic circumstances in communities across Inverclyde mean that tackling inequalities is key priority for the Council.

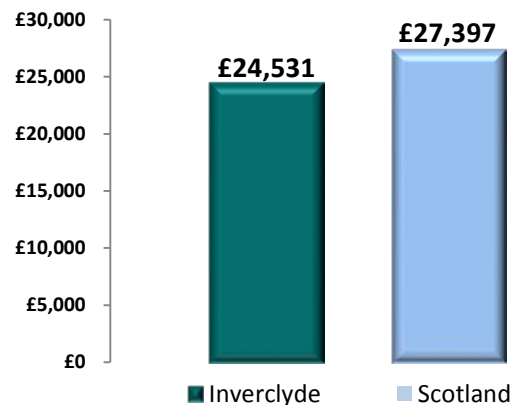
Overall life expectancy in Inverclyde has improved in the past decade but remains slightly below the Scottish average. Life expectancy also varies significantly depending on where you live and levels of deprivation, for example a male living in the centre of Greenock has a life expectancy of 70.2 years, compared to 84.2 years for a male living in the centre of Kilmacolm. Healthy life expectancy is also a concern, albeit generally improving overall, it remains lower than that for Scotland as a whole.



There has been a gradual improvement in Inverclyde's economy following the global recession, however the Inverclyde job market remains heavily reliant on the public sector. The fragility of the economy locally, along with higher levels of benefit dependency, means the economy and employability are a key focus of activity for the Council.

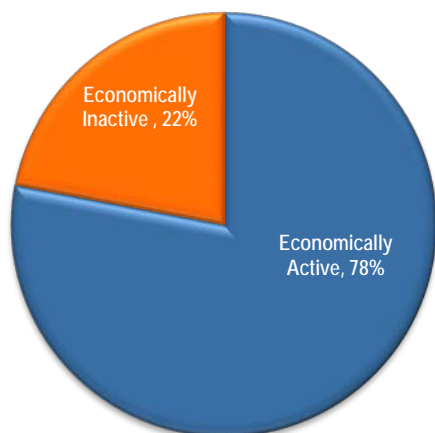


Gross annual salary



In 2017, the average gross annual salary was more than 10% below the Scottish average.

Economic Activity



78% of Inverclyde's population is economically active.

12.2% of the population have no qualifications, compared to 8.7% in Scotland

25.1% of households in Inverclyde are workless, compared to 18.3% in Scotland

About your council

Inverclyde Council is the democratically elected body for the area and delivers services aimed at providing a better quality of life for the people of Inverclyde. We are also the largest employer in the area with 4,133 employees.

We are responsible for providing a range of valuable public services to local communities such as:

- Education, including pre-school and school education, adult and community education
- Maintenance of the roads network, footpaths and street lighting
- Planning and Building Control
- Maintenance of parks, open spaces and cemeteries
- Council Tax / non- domestic rates billing and collection
- Economic Development
- Environmental Health
- Cultural services, including libraries and the McLean Museum and Art Gallery
- Waste Management including refuse disposal and recycling services
- Licensing, such as pubs, taxis and nightclubs
- Electoral registration

In addition to directly providing the services noted above, the Council has statutory responsibilities in relation to social work services, although the delivery of these functions has been integrated into the Inverclyde Health and Social Care Partnership.

Although no longer a provider of social rental housing since 2007, we maintain a strategic role in relation to housing locally and work with housing providers to deliver the Inverclyde Local Housing Strategy (LHS).

The Council also pays a management fee to Inverclyde Leisure, which is an arms length external organisation (ALEO), to manage sport and leisure facilities, community centres, swimming pools and parks and pitches on behalf of Inverclyde Council.

We also work closely with our community planning partners, known as the Inverclyde Alliance, to collectively improve local services to make a difference to the lives of our residents, particularly those that are most in need.

Our achievements

- **Inverclyde Best Value Assurance Report**



In early 2017 Inverclyde Council was audited by Audit Scotland and a Best Value Assurance Report on the Council was published on 1 June 2017. The report was very positive, noting that Inverclyde Council has made significant improvements since 2005. In particular, the Council was praised for developing a positive improvement culture that encourages innovation and new ideas; having a clear vision; and stable, effective leadership.

The audit also found that the Council has good examples of actively seeking the views of the community and involving the community in decision making and we will look to build on these strengths going forward in our work with communities.

- **Awards**

Inverclyde Council has been recognised at a national level for delivering services that are sector leading. Some of our accolades include: winner of a COSLA Gold Award for our 'Nurturing Inverclyde' approach; winner of the Lifelong Learning Centre of the Year at the Scottish Qualifications Authority Star Awards 2015; winner of the APSE Most Improved Performer in Roads, Highways and Winter Maintenance in 2015 and 2016; winner of the COSLA Excellent People, Excellent Outcomes Award for our Waste Strategy team in 2016; winner of the Bloomberg Best Employer Awards 2016 in the Best Government Services Employer category; and winner of the SQA Star Awards for the Senior Phase Group in 2017.



- **Schools estate**

Inverclyde Council has invested more than £270 million in its school estate over the last 12 years. The continuing programme of new build and comprehensive refurbishment has seen a significant improvement in the condition of the school estate and delivered one of the best school estates in Scotland for the children of Inverclyde, ensuring that every pupil is taught in a modern education facility. A number of our schools have received recognition at a national and international level with awards for design innovation. By 2020, every child in Inverclyde will be educated in a brand new, or fully refurbished, educational establishment, helping to ensure the best start in life.

- **Roads asset management plan**

Inverclyde Council five year investment strategy to improve roads condition in the area over the period 2013/14 - 2017/18 was completed in March 2018. Our original £17 million capital investment approved in February 2013 was subsequently increased to £29 million in February 2015. We are now in the first year of our new 5 year Roads Asset Management Plan 2018/23. The RAMP / capital expenditure and core projects in 2018/19 amounts to £3.979 million, with a further £4.164million outline programme of expenditure identified for 2019/20. This investment is earmarked for improvements in carriageways, footways and lighting.

Our opportunities

- **Glasgow City Region Deal**

The Glasgow City Region Deal offers huge opportunities and potential benefits for the people, communities and businesses of Inverclyde. Inverclyde Council is one of eight neighbouring authorities participating in the Glasgow City Region Deal which is an agreement with the UK Government and the Scottish Government. Our partners in the deal are East Dunbartonshire Council; East Renfrewshire Council; Glasgow City Council; North Lanarkshire Council; Renfrewshire Council; South Lanarkshire Council and West Dunbartonshire Council.

£1.13 billion funding has been secured to deliver improvement in Glasgow and the Clyde Valley across 20 projects. These projects are aimed at creating employment; improving the local transport network; delivering key regeneration and development projects; encouraging private sector investment into the area and ultimately, to provide an enormous boost to the city region's economy.

Inverclyde's projects that form part of the City Deal include a new Cruise Ship berth and a dedicated terminal at Greenock Ocean Terminal to grow the cruise ship market and provide a unique gateway to Inverclyde and Scotland. At Inverkip, new roads infrastructure will promote the development of the former power station site whilst investment at Inchgreen will unlock opportunities for marine focused engineering.

Our involvement in the City Deal offers huge potential benefits for the area, including improvements in local infrastructure and acting as a catalyst for new investment and development.

- **Shared Services**

Looking ahead, the financial pressures on the council combined with challenges around resilience mean that our previous approach to service delivery will not be sufficient. As a result, the way in which we deliver council services needs to be reviewed. The Council is looking at programmes to deliver options for shared services and the potential for community transfer. Following Council approval in Inverclyde and West Dunbartonshire, we are taking the lead role in a shared services Roads and Transportation service. Strategic business planning is also being carried out by the two Councils to expand this across wider front line services.

Our Finances

The greatest challenge facing the council is the further real terms reduction in funding which will impact on the way in which we deliver our services. Public spending is expected to continue to reduce in real terms in the coming years, resulting in a reduction in the level of grant provided to Scottish councils. This will significantly impact on our ability to deliver vital services in the future and we will lobby directly and via COSLA for a better financial settlement for Inverclyde.

Inverclyde Council has a revenue budget of £190million which is allocated across our services. Based on a relatively positive forecast, the current estimated budget gap is over £17 million for the 4 year period 2019/20 to 2022/23.

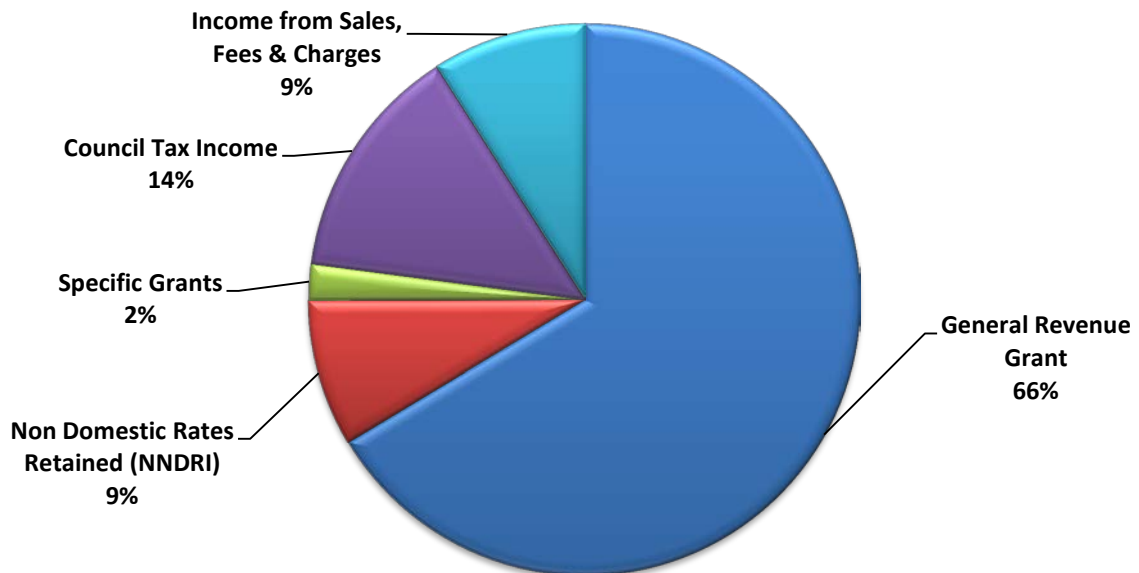
Over the 11 year period between 2008 and 2018/19 the Council has made savings of £53 million whilst at the same time facing a growing elderly population, increasing levels of poverty and meeting increasingly complex needs. This means that there is a rising demand for services which will place further pressure on the Council's resources.

To achieve savings on this scale we will have to continue to review the way in which we deliver services and ensure that our resources are targeted where they are needed the most. Over the period of the Corporate Plan we will continue with our Delivering Differently Programme which will examine all aspects of service delivery including greater use of technology, prioritisation and eligibility criteria, options for further shared services and the potential for community transfer.

We will also strengthen our engagement with our communities and involve community members directly in the decisions about how to spend part of our budget. As part of the Council's 2018/19 budget it was agreed to allocate £350,000 to a Community Fund, which will be used to pilot approaches to decision making that will give residents a real say in how money in their area is spent.

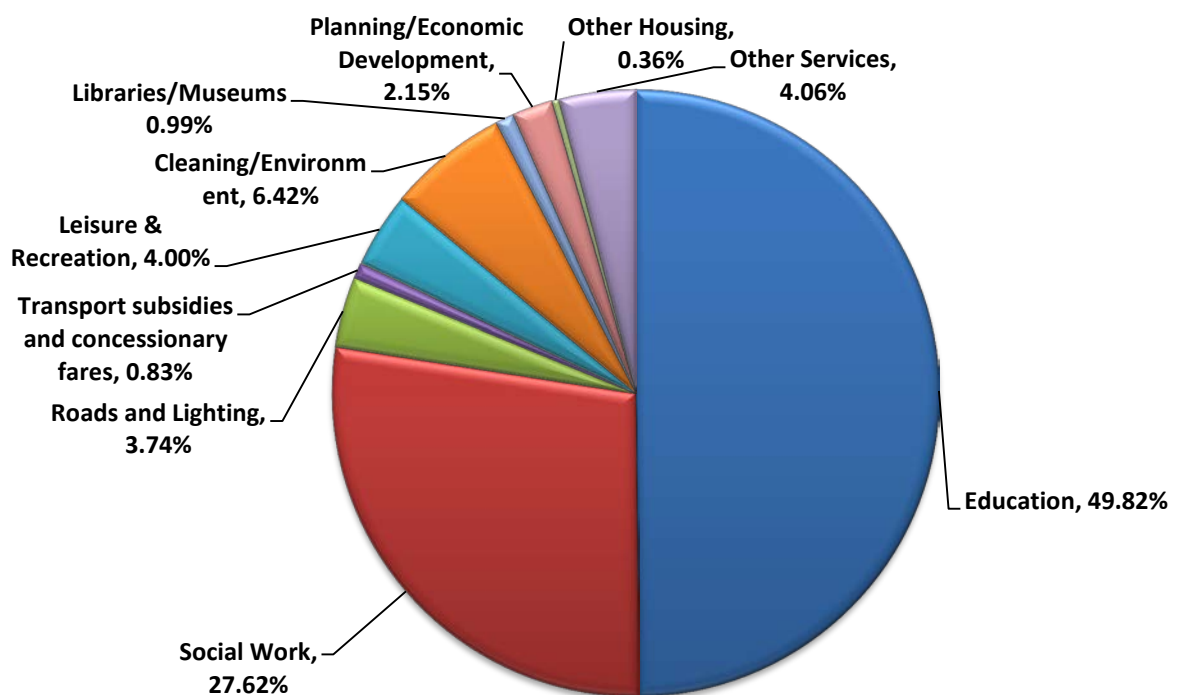
Where our money comes from

In 2018/19 approximately 86% of our funding comes from Government grants / fees and charges with just over 14% from Council Tax.



Where the money goes

The Council spends around half of its budget on Education Services to ensure that our children and young people have the best start in life. The next largest proportion of our budget is allocated to Social Work services, which supports the most vulnerable members of our communities.



Our Vision

Inverclyde Council, in partnership with the Inverclyde Alliance, has taken The Scottish Government's *Getting it right for Every Child* framework a step further and has made a commitment to aim to also get it right for every citizen and community.



Our focus is on making Inverclyde a place which nurtures all its citizens, ensuring that everyone has the opportunity to have a good quality of life and good mental and physical wellbeing

Our Outcomes

The delivery of the Council's vision will be achieved by improving outcomes for our residents and communities. These are the same outcomes that have been adopted by the Inverclyde Alliance and have the support of all our partners. We recognise that for you to have a good quality of life you need to feel:

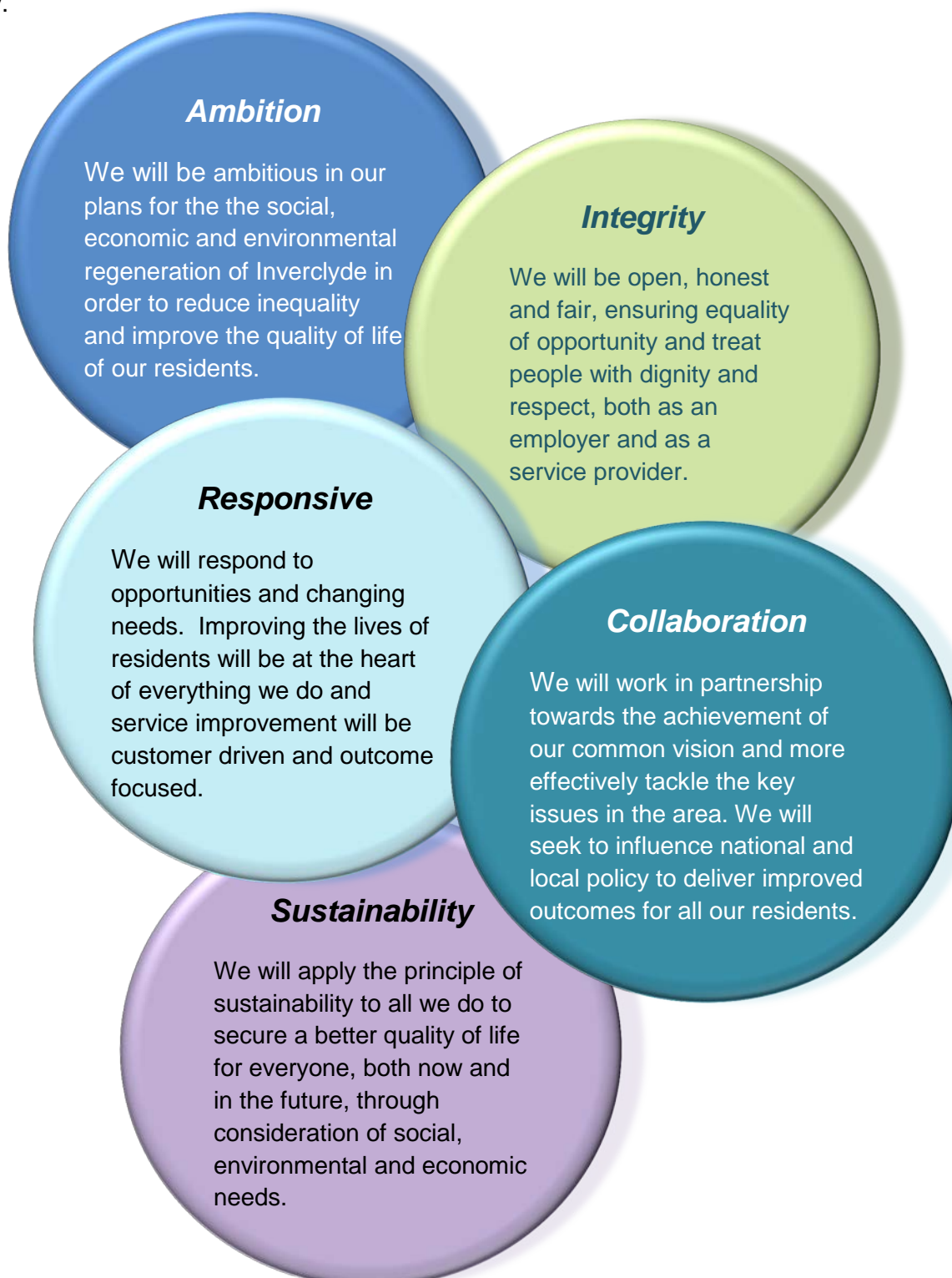


- Safe** You are protected from abuse, neglect or harm and supported when at risk. You are enabled to understand and take responsibility for your actions and choices and have access to a safe environment in which to live and learn.
- Healthy** You are assisted in achieving high standards of physical and mental health and have equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
- Achieving** You are supported and guided in lifelong learning and have opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
- Nurtured** You have a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
- Active** You have opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
- Respected & Responsible** You feel respected and share responsibilities, with the opportunity to be involved in decision making and play an active role in improving your community.
- Included** You are supported in overcoming any social, educational, health, employment and economic inequalities and feel valued as part of the community. You will have opportunities to participate and be included within a competitive and thriving local economy, which is a vibrant part of a strong city region, with sustainable communities.

We will monitor the progress that we make towards achieving these outcomes over the course of this Plan and where communities are not improving as we would expect, we will work with them on a locality basis to see what needs to improve.

Our commitment to our communities

The council faces many challenges over the next few years including further reductions in resources, responding to changing needs as a result of demographic change and utilising new technology to transform the way in which we deliver services. In dealing with these challenges, we are committed to delivering high quality services to our residents and communities. Our commitment is that we will do this with **ambition** and **integrity**; in a way that is **responsive** to need; in **collaboration** with our partners and communities and with **sustainability** at the forefront of all we do. This commitment will form the core of our service delivery.



Our Organisational Priorities

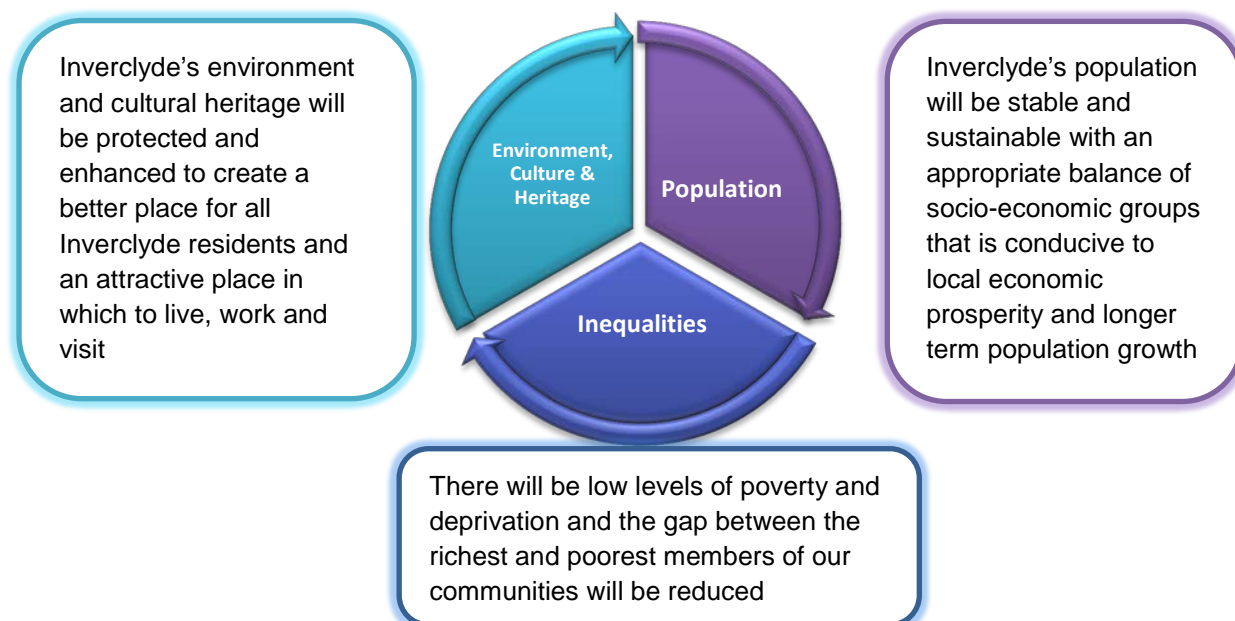
Our organisational priorities are aimed at delivering improved outcomes for all residents. These priorities are underpinned by the feedback we have received from our communities about the things that are most important to them. In 2017, with our community planning partners, we carried out an extensive public engagement exercise called 'Our Place Our Future'. Over the course of several months we engaged with 1,310 residents, approximately 1.7% of our population. In addition to this, we have sought the views of our Citizens' Panel, which consists of 1,000 Inverclyde residents, on their priorities for the area. Some of the common themes to emerge from this engagement include:

- Regeneration has produced many physical improvements over the last ten years
- Inverclyde's natural environment and greenspace are valuable assets
- There is great local pride in Inverclyde but the image of the area could be improved
- There are a lack of good quality job opportunities locally
- There are concerns around the quality of the physical environment

You can view the full survey results here: <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/our-place-our-future> . We have also gathered and analysed performance data on a wide range of issues and this has helped us to identify particular areas we need to tackle locally.

Our priorities are ambitious and aspirational and reflect the range of challenges that face our area. We want to improve the lives of all the residents of Inverclyde however, as a Council we have a particular responsibility to our residents to tackle inequality and support those who are living in poverty and those who are vulnerable or disadvantaged.

As a key community planning partner, the Council has a central role to play in supporting the work and aspirations of the Inverclyde Alliance and this is reflected in a number of our organisational priorities. The Inverclyde Alliance has three strategic priorities, which are set out in the Inverclyde Outcomes Improvement Plan (IOIP). The IOIP is a high level, strategic Plan that describes how partners will work together to improve local outcomes and tackle inequalities. The three partnership priorities are shown below.



Our organisational priorities that support the delivery of the Inverclyde Outcomes Improvement Plan are:

- ❖ To promote Inverclyde, to both residents and visitors alike, as a great place to live, work and visit
- ❖ To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them
- ❖ To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs
- ❖ To reduce the prevalence of poverty and in particular, child poverty in our communities
- ❖ To safeguard, support and meet the needs of our most vulnerable families and residents
- ❖ To improve the health and wellbeing of our residents so that people live well, and for longer
- ❖ To protect and enhance our natural and built environment
- ❖ To preserve, nurture and promote Inverclyde's unique culture and heritage

We recognise that the way in which we work will have a significant bearing on how successful we are in making a positive difference. With this in mind, we have agreed two further priorities that focus on how, as an organisation, we aim to deliver our services. These priorities are organisational 'enablers' which will ensure the delivery of excellent services that will in turn, deliver improved outcomes for the communities of Inverclyde. As a Council, continuous improvement is at the core of all our planning and development and these enabling priorities will ensure we continually strive for excellence to become a stronger, more effective organisation.

Our organisational priorities for the Council are:

- ❖ To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources
- ❖ To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

OUR PLAN

This diagram shows how the Inverclyde Alliance strategic priorities and Inverclyde Council priorities, which support the delivery of the Inverclyde Outcomes Improvement Plan link together, and how the Council's service delivery will enable this to happen.

Inverclyde Alliance strategic priorities

Inverclyde Council organisational priorities

In support of the Inverclyde Outcomes Improvement Plan

Enablers

Our Vision
Getting it right for every child, citizen and community

- Safe
- Healthy
- Achieving
- Nurtured
- Active
- Respected
- Responsible
- Included

- Population
- Inequalities
- Environment Culture & Heritage

- To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit
- To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them
- To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs
- To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty
- To safeguard, support and meet the needs of our most vulnerable families and residents
- To improve the health and wellbeing of our residents so that people live well for longer
- To protect and enhance our natural and built environment
- To preserve, nurture and promote Inverclyde's unique culture and heritage

- To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources
- To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

Organisational Priority

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

Population decline has been a key priority for both Inverclyde Council and the Inverclyde Alliance for a number of years. In 2013, Inverclyde Council identified £1 million to develop an action plan aimed at tackling this issue. This funding provided assistance to new homeowners and business relocating to Inverclyde, increased employment opportunities and business support as well as the development of tourism and marketing aimed at promoting the area. To demonstrate our ongoing commitment to addressing population decline, an additional £500,000 has been earmarked in our 2018/19 budget for repopulation work.

The rate of population decline in Inverclyde has been higher than in other Council areas in Scotland. Historically, this was due to a more people moving out of Inverclyde than moving in. In recent years however there has been a reduction in the number of residents moving out of the area and the recent decline in population has primarily been the result of negative natural change due to the number of deaths being significantly higher than the number of births.

There are encouraging signs that population decline is stabilising. In 2016 the number of in-migrants reached its highest ever level of recent years, whilst the number of people leaving the area has fallen year on year since 2013/14. In 2017, the number of people moving into the area was higher than the number of people moving out for the first time in many years. We recognise the opportunity to boost the population by encouraging more people to move into the area and we will work with partners to deliver this.

Ensuring a sustainable population also means that we need to encourage our young people to remain in the area after finishing their education. Key to achieving this will be the availability of good quality employment opportunities.

Inverclyde is an area with a huge amount of potential, including fantastic air, road and rail connections to Glasgow and the rest of Scotland. Our engagement with residents has highlighted that many people feel that the many positive attributes of the area could be better promoted to raise our profile and image in a positive way, both locally and nationally and again, we will work with partners to achieve this.

What do we want to achieve?

- Inverclyde is regarded as a great place to invest, live, work and visit by both those who live here and those who live outwith the area
- To stabilise the population of Inverclyde
- To enhance the image and reputation of Inverclyde as an area
- To improve residents' satisfaction with living in the area
- To reduce the number of young people leaving the area by providing more opportunities locally
- To increase a sense of civic pride

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Increase the number of people moving into the area (Mid-Year Population Estimates, NRS)	2017 1,518	1,600
Reduce the number of people moving out of the area (Mid-Year Population Estimates, NRS)	2017 1,508	1,450
Increase the percentage of residents who rate Inverclyde as a good or very good place to live (Inverclyde Council Citizens' Panel)	2016 75%	80%
The percentage of residents who have considered leaving Inverclyde (Inverclyde Council Citizens' Panel, Spring 2018)	Baseline to be established 2018	To be set once baseline established
The percentage of residents who think their life is better than it was 5-10 years ago (Inverclyde Council Citizens' Panel, Spring 2018)	Baseline to be established 2018	To be set once baseline established
Gross weekly pay (full-time) for employees living in the area is on a par or better than the Scottish average (NOMIS)	2017 Inverclyde £548.90 Scotland £547.70	Continue to match the Scottish average

Which outcomes does this priority contribute to?

- **Nurtured and Included**

Improving residents' satisfaction and pride in their area will help to deliver a caring, supporting environment in which to live. By providing more opportunities locally that are aimed at encouraging our young people to stay and others to move into the area, this will help to ensure the sustainability of our communities in the longer term.

Organisational Priority

To work collaboratively to enable strong, connected, and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them

Community empowerment can deliver many positive benefits that help to nurture health and wellbeing. The Community Empowerment (Scotland) Act 2015 is aimed at giving people a sense of control over the things that affect their lives by providing opportunities to be involved in decision making at a local and national level and as a Council, we are committed to delivering this at a local level.

A relatively high proportion of Inverclyde's population experience negative outcomes because they live in an area suffering from multiple deprivation. Within these areas of deprivation however, the outcomes experienced by communities are not equal. The Our Place Our Future Survey highlighted that feelings of influence, identity and belonging; of feeling safe and of having a sense of control are lowest in the areas of highest deprivation. We want to build strong, resilient communities that have the opportunity to thrive, and have the capacity to respond to changing needs and challenges. We will encourage residents to participate and get involved in their local communities and to influence decision making; creating caring, supporting and compassionate communities that are able to take action to improve people's lives. As part of this commitment we have agreed a Community Fund to take this work forward over the life of this Plan. This in addition to core budget funding for community development, which includes grants available to local voluntary organisations.

To achieve the greatest possible impact and to ensure that inequalities are not widened further, we will provide targeted support and resources towards those who are most in need. We recognise that individuals and communities are part of the solution and that the right resources and support, combined with the skills, knowledge and assets that exist in our communities, will help identify the right priorities for action. In turn, this will help to foster a sense of influence and control which in the longer term will help to reduce inequalities.

What do we want to achieve?

- With our partners and communities, establish locality partnerships and action plans which focus on giving communities a voice, building capacity and reducing deprivation
- Residents feel supported to become involved in local decision making and in shaping local priorities and services
- To increase the number of residents, particularly in areas of greatest deprivation, who feel that they have a sense of influence and control over their own future
- To increase lifelong learning opportunities for residents, helping individuals to develop the knowledge, skills and attributes to achieve their potential
- To increase levels of community participation, engagement and volunteering
- To increase the number of residents who feel safe

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Increase the percentage of residents who feel that they can influence decisions affecting the local area (Citizens' Panel)	2016 37%	45%
Increase the percentage of residents who are satisfied with the way the Council takes residents views into consideration when making decisions that affect the area (Citizens' Panel)	2016 40%	45%
Increase in the percentage of residents who are satisfied that they have an identity of place and feeling of belonging (Our Place, Our Future Survey)	2017 52.8%	58%
Increase the percentage of residents who agree that they feel safe in their neighbourhood after dark (Citizens' Panel)	2016 73%	75%
Increase the percentage of community organisations within disadvantaged neighbourhoods and excluded groups who have increased their capacity (Inverclyde Council KPI)	2016/17 79%	82%
Increase the number of volunteers	Baseline to be established	

Which outcomes does this priority contribute to?

- Safe, Healthy, Achieving, Nurtured, Respected and Responsible and Included

Our residents will feel involved, supported and more confident. Having a sense of control over the things that matter to an individual will enhance feelings of safety; enhanced self-esteem; health and wellbeing; access to job opportunities; social networks and the sense of belonging to a community. Involved and empowered residents will have an increased capacity to do things for themselves, be more resilient and take more responsibility for their lives, creating less dependency on services.

Organisational Priority

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

A strong local economy is integral to developing a vibrant Inverclyde and securing good quality employment has been identified by our communities as a top priority for the area.

A key driver of the Inverclyde economy in the coming years will be the Glasgow and Clyde Valley City Deal. To capitalise on the opportunities that this investment presents we must ensure that we have a workforce with the right skills and qualifications to meet the needs of prospective employers. Increasing access to opportunity is a priority for the Council and we need to ensure that this potential economic growth does not further widen inequality.

We recognise that we have a significant role to play in creating the right environment for business growth. Inverclyde's labour market remains highly dependent on the public sector and is therefore vulnerable to change and job losses due to reductions in public sector funding. Our shared ambition with Riverside Inverclyde is to create, attract and safeguard more and better jobs in Inverclyde, with an emphasis on the private sector.

Our commitment to ensuring that our residents have the skills to be successful in the employment market starts with our children and to support this, we have invested more than £270 million in our school estate so that all our children have the best learning environment possible and are ready for success when leaving school.

What do we want to achieve?

- Maximise the opportunities arising from the Glasgow and Clyde Valley City Deal for the benefit of local residents and businesses
- Inverclyde's workforce has the required skills and knowledge to adapt to the demands of a changing economy and meet the needs of employers
- To increase the number of unemployed people who move into jobs, training or further education
- To increase the number of young people participating in education, training or employment
- To provide targeted support for those people who are furthest from the labour market
- To increase business density and survival rate
- To reduce the percentage of the population with no qualifications

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Increase the employment rate of 16-24 years olds (Scottish Government Labour Market Statistics: Local authority tables 2016)	2016 58.6%	59.2%
Maintain the percentage of unemployed people assisted into work from Council operated / funded employability programmes (LGBF)	2016/17 16.95%	16.95%
Increase the percentage of the population who are satisfied with work and the local economy (Our Place Our Future Survey)	2017 36.4%	40%
Increase the percentage of young people participating in education, training or employment (Skills Development Scotland)	2017 91.1%	95%

Which outcomes does this priority contribute to?

- Achieving, Respected and Responsible and Included

A thriving, inclusive local economy has the potential to deliver benefits for the whole of Inverclyde. Our residents will be supported to develop skills and knowledge and increase their learning, whilst targeted action plans to help reduce entrenched levels of benefit dependency will help to overcome social, employment and economic inequalities and encourage an individual to have an active role in improving their own wellbeing. A more diverse business base and skilled workforce will make the Inverclyde economy more competitive, helping to promote the regeneration of the area and in turn creating sustainable communities.

Organisational Priority

To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty

We want everyone to have access to the same opportunities and quality of life, regardless of their personal circumstances or where they live, however the rise in poverty and inequality in recent years makes this a very challenging aspiration to achieve. There are a number of communities in Inverclyde with experience of long standing poverty and disadvantage, which has resulted in poorer life outcomes than those that are less deprived. The drivers of poverty are complex but can be categorised by low pay and employment; costs of daily living and entitlement to social security benefits.

Within our overall approach to tackling poverty, we are committed to reducing child poverty and have worked hard for many years to achieve this. In 2017 we established an anti-poverty fund and earmarked £1million to fund a range of initiatives to support individuals and families living in poverty. An additional £200,000 was added to this fund in our 2018/19 budget and is in addition to existing anti-poverty measures such as school clothing grants and targeted funding to reduce the poverty related attainment gap.

The challenge ahead is significant; more than 1 in 4 of Inverclyde's children are estimated to be living in poverty, rising to 1 in 3 in some areas. The pressure on public sector budgets makes it vital that the causes of disadvantage are tackled at the earliest possible stage, rather than dealing with the adverse outcomes it creates.

We welcome the introduction of the Child Poverty (Scotland) Act 2017, which is driving change by setting national child poverty targets to be met by April 2030. With our NHS colleagues we will publish a Local Child Poverty Action Plan which will set out the work undertaken in the previous year to reduce the causes of child poverty and how we plan reduce poverty in the coming year. Poverty is a multi-dimensional issue and as such, the successful delivery of the other priorities within this Corporate Plan, will also be integral to reducing poverty locally.

What do we want to achieve?

- To develop a targeted approach to tackling poverty and inequality, delivered with partners and communities, through the establishment of locality partnerships
- To reduce the percentage of children living in poverty
- To reduce overall levels of multiple deprivation
- To close the poverty related attainment gap for children and young people
- To support families to maximise their income
- To decrease the proportion of workless households

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Reduce the percentage of children and young people living in relative poverty (CPAG)	2016 25.7%	23.5%
Reduce the percentage of children and young people experiencing combined low incomes and material deprivation	Baseline to be established	8% (national target)
Reduce the percentage of children and young people living in persistent poverty	Baseline to be established	8% (national target)
Increase the average total tariff score for pupils living in SIMD 1 and 2 (KPI)	2016/17 695	728
Reduce the percentage of households that are workless in Inverclyde compared to Scotland (NOMIS)	2016 25.1%	To be closer to the Scottish average
Reduce the percentage of the local share of datazones in most deprived 20% as measured by SIMD16	2016 44%	40%
Reduce the percentage of the population in fuel poverty (Scottish Government, Scottish House Condition Survey)	2014/16 38%	35%

Which outcomes does this priority contribute to?

- Healthy , Achieving, Nurtured and Included

Poverty is both a cause and a consequence of poor health and poor health in turn makes it extremely difficult for an individual to find a way out of poverty. Consequently reducing poverty levels will have a positive impact on an individual's health and wellbeing. Child poverty is associated with a wide range of health damaging impacts, including poorer educational outcomes and adverse long term social and psychological outcomes which impact on a child's life chances and their capacity to achieve in adulthood. By providing targeted approaches which support our children in ways that are suited to their needs, we aim to reduce the poverty related attainment gap, improve levels of attainment and achievement and help our children find a route out of poverty.

Organisational Priority

To safeguard, support and meet the needs of our most vulnerable families and residents

The most important role that we have as a Council is to keep our residents safe and if we are to achieve our vision of 'Getting it right for every child, citizen and community' we must respond to the needs of all our residents and in particular, the needs of those who are most vulnerable. This includes children, young people and adults who are at risk of harm, abuse and exploitation. It also includes those coping with a range of issues including poor health, disabilities and those that are vulnerable due to social circumstances. We work very closely with the Inverclyde Health and Social Care Partnership and other key partners in safeguarding and promoting the welfare of vulnerable children, families and adults.

Children growing up in a vulnerable household have been found to have a slower rate of development and a significantly higher chance of having at least one psychiatric diagnosis by the age of 17. It is therefore vital therefore that families get the help they need when they need it. For those children who cannot stay with their families, as a Corporate Parent it is our responsibility to ensure that we improve the lives and outcomes of our looked after children and care leavers.

We want to ensure that the most vulnerable members of our society are cared for and protected and that this is provided in a way that maximises choice and promotes independence. Vulnerability is not necessarily permanent and therefore a range of support services are required, regardless of age. We must be responsive to individual needs and choices and we will work closely with partners to achieve this.

What do we want to achieve?

- To prioritise and invest in early intervention and prevention approaches
- To continue to develop inter-agency approaches to improve safety and wellbeing
- To protect all our vulnerable children, young people and adults from all forms of abuse, harm and neglect
- To improve opportunities and outcomes for our looked after children and young people so that they achieve their full potential
- To assist our most vulnerable adults to live as safely and independently as possible in their community and have influence and control over their care and support
- To ensure that our carers feel that their needs are supported

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Increase the percentage of looked after children who are cared for in a community rather than a residential setting (LGBF)	2016/17 87.61%	90%
Maintain at, or be better than the target of 13% for the percentage of looked after children with more than 1 placement in the last year (August – July) (LGBF)	2016/17 13.3%	13%
Percentage of adults receiving care and support who rate it as excellent or good (LGBF)	2015/16 83.7%	88%
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life (LGBF)	2015/16 88.4%	90%
Increase the percentage of carers that feel supported in their role (Citizens' Panel)	2016 46%	56%

Which outcomes does this priority contribute to?

- Safe, Healthy, Nurtured and Included

Our residents will be safe and protected from abuse, neglect and harm. Supporting vulnerable families will help them to become stronger, happier and healthier which in turn, will help our children to have the best possible start in life. Services will be delivered in a nurturing environment that puts the individual at the centre of the care and support being delivered.

Organisational Priority

To improve the health and wellbeing of our residents so that people live well for longer

Poor health in Inverclyde is largely attributable to poverty, deprivation and inequality. While improvements have been made in recent years in life expectancy and healthy life expectancy, Inverclyde still falls below the Scottish average and the gap in both life expectancy and healthy life expectancy is even greater in our most deprived communities. People in Inverclyde are living longer but not necessarily healthier lives and rates of alcohol and drug misuse, mental health issues and hospital admissions are all higher than the national average. This has produced an increased demand for services at a time where health and social care budgets have reduced in real terms.

Against a backdrop of an overall population decline, the proportion of Inverclyde's population of pensionable age is projected to increase by almost 17% by 2039. Promoting healthy, active aging will be a key element of our approach to help people live well and for longer. We need to focus on ensuring that our older residents remain healthy and maintain their independence by keeping fit and active. Social isolation is more common in older people and is an important factor in undermining health status. Our Citizens' Panel named social isolation and loneliness as their top concern for older people locally. An ageing population is also likely to lead to increased prevalence of dementia amongst Inverclyde residents and we need to support residents to have the best possible quality of life and support their families.

A successful approach to tackling health inequalities needs to focus on addressing the fundamental causes of health inequalities and we will work with the Inverclyde Health and Social Care Partnership and other partners to focus on prevention and early intervention in the provision of joined up services for the health, social and emotional needs of the residents of Inverclyde.

What do we want to achieve?

- Our residents have improved health outcomes
- Health inequalities between our most and least deprived communities are reduced
- Our residents are supported to lead active, independent and healthier lives and be more self-reliant for their own health and wellbeing
- Our residents have access to the right treatment, care and support services when they need them, in ways that are effective and personalised
- To further embed our Dementia Friendly Inverclyde approach
- To reduce the percentage of older residents who feel that they are socially isolated

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Reduce the gap in life expectancy (LE) between Inverclyde and Scotland (NRS, Inverclyde Profile)	2014/16 Males Females 1.5 years 1 year	To reduce gap in LE closer to Scottish average
Reduce alcohol relate mortality (rate per 100,000 population) (ADP)	2015 38.7	34.8%
Reduce drug related hospital stays (rate per 100,000 population) (ADP)	2016 309	297
Reduce the proportion of older residents who reported social isolation (Health indicators in Inverclyde Health and Social Care Partnership, NHS GG&C)	2014 8.1%	5%
Increase self-directed support spend on adults (18+) as a percentage of total SW spend (LGBF)	2016/17 4.86%	9%

Which outcomes does this priority contribute to?

- Healthy, Active, Respected and Responsible and Included

Our residents are supported to be more active, improve their physical and mental health and have access to health care that meets their needs. Involving residents in decisions about their care will enhance feelings of influence and control and feelings of being respected and included which will have a positive impact on mental health.

Organisational Priority

To protect and enhance our natural and built environment

The quality of the physical environment and infrastructure that surrounds a person can have a significant impact on their quality of life. As such, the environment has a key contribution to make to delivering improved outcomes for our residents - a good built and natural environment supports a sense of community and belonging, provides opportunities for social interaction and promotes good physical and mental health.

Inverclyde is fortunate to benefit from outstanding natural greenspace, spectacular views and very beautiful historic buildings. Regeneration locally in recent years has helped to transform the area; along the waterfront, old industrial sites have been cleared, new residential developments have been built, new leisure and retail facilities have been created and new housing has been constructed.

The 'Our Place, Our Future' survey highlighted the importance of the environment to our communities. 'Access to natural space' had the highest level of satisfaction across all 14 elements of the survey and the Waterfront, Greenock Cut, Lunderston Bay, the Esplanade and local parks are all valued highly by residents.

What do we want to achieve?

- With partners, continue the transformation of Inverclyde's physical environment through ongoing regeneration
- To support the sustainable residential and commercial development of the local area through our Local Development Plan
- Our public spaces are high quality, attractive and well maintained and meet the needs of our community
- Inverclyde's transport and roads network support the needs of our residents
- The housing needs and aspirations of our current and future residents are met in a planned manner
- To reduce our carbon footprint, maximise recycling and minimise waste
- To protect our environment through a range of regulatory and enforcement activities that ensure the health, wellbeing and safety of the residents of Inverclyde

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Reduction in carbon and greenhouse gas produced (tonnes per capita) (Department of Energy and Climate Change)	2014/15 4.9t	4.3t
Increase satisfaction levels with nearest greenspace (SHS)	2016 73%	75%
Increase the street cleanliness score (LGBF)	2016/17 94.3%	96%
Increase the percentage of total household waste that is recycled (LGBF)	2016/17 53.44%	55%
Decrease the percentage of the overall road network needing maintenance treatment (LGBF)	2016/18 37.9%	36%
Increase customer satisfaction with parks and open spaces (LGBF)	2014/17 87.7%	89%

Which outcomes does this priority contribute to?

- Nurtured, Active, Healthy and Respected and Responsible

Improving the natural and built environment in which our residents live will help to build a sense of community and pride in an area. Having access to good quality greenspace provides our residents with more opportunity to be active, leading to improved physical and mental health. Encouraging communities to take a more active role caring for their environment will help to promote a sense of responsibility which in turn, will lead to more attractive public spaces and increased satisfaction levels.

Organisational Priority

To preserve, nurture and promote Inverclyde's unique culture and heritage

Inverclyde has a rich cultural, industrial and built heritage and the area is steeped in centuries of maritime and industrial history which can be explored in various local places of interest, including Newark Castle, Greenock Cut and the McLean Museum and Art Gallery and Watt Library. The McLean Museum is widely considered to be one of the best municipal museums in Scotland for its outstanding collections of art, world culture, natural history and local heritage.

Modern day Inverclyde is a place where creativity flourishes. The area is home to the Beacon Arts Centre, a state of the art theatre and arts venue, and a talented spectrum of professional and amateur artists. There are also a number of independent and emerging arts organisations who are respected by and engaged in their communities. In addition, there are active library and creative learning services, providing cultural opportunities across the communities of Inverclyde.

A thriving arts, culture and heritage offer can have a positive impact on the physical, mental and social wellbeing of residents of all ages, as well as contributing to social and economic regeneration, promoting tourism, developing local talent and innovation, and making the Inverclyde area a more attractive place to live, work and visit.

What do we want to achieve?

- Celebrate and promote Inverclyde's unique cultural and creative identity, past, present and future
- Develop a strong sense of place and increase civic pride through cultural and heritage activity
- Increase the number, and diversity of, local residents engaging with culture and heritage
- Promote the positive impact cultural and heritage participation can have on health and wellbeing
- Support economic development and regeneration using local culture and heritage activity as a catalyst
- Continue to secure ongoing investment from national funders into our cultural and heritage assets
- Empower communities to establish sustainable cultural and heritage activities
- Contribute to the delivery of Inverclyde Cultural Partnership's Arts and Creativity Strategy and Heritage Strategy

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Increase the percentage of adults satisfied with libraries (Source: LGBF 2014/17)	79.3%	81.3%
Increase the percentage of adults satisfied with museums and galleries (Source: LGBF 2014/17)	79.7%	81.7%
Increase the percentage of adults attending cultural events/visiting places of culture (Source: SHS 2016)	84%	86%
Increase the percentage of adults attending cultural events/visiting places of culture: 20% most deprived (Source: SHS 2016)	76%	78%
Increase the percentage of adults participating in any cultural activity (Source: SHS 2016)	77%	79%
Increase the percentage of adults participating in any cultural activity: 20% most deprived (Source: SHS 2016)	68%	70%

Which outcomes does this priority contribute to?

- Nurtured, Healthy, Respected and Responsible and Included

Our residents have access to a range of culture opportunities that help to provide a nurturing environment in which to live. Participation in culture is significantly associated with good health and improved satisfaction rates with quality of life and can also contribute to community cohesion, reduce social exclusion and help to make communities safer and stronger.

Organisational Priority

To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources

Placing our residents at the heart of what we do is fundamental to shaping high quality, effective, and sustainable public services. We recognise that our services must be provided for, and with people, rather than to them. In this way, we can better understand the needs and experiences of local communities and improve service delivery together. We also need to ensure that we are able to evidence the ways in which we are improving outcomes for our residents.

In the Audit Scotland Best Value Assurance Report published in June 2017, Inverclyde Council was praised for delivering innovative services and this will be even more important in the future as budgets reduce further and we need to achieve more with less.

The way in which we deliver services needs to continue to evolve, reflecting the fact that the ways in which customers interact with services and their preferred method of contact has changed beyond recognition in recent years. As a Council, if we are to meet or exceed the expectations of our customers we must be open to new and different ways of delivering public services. Innovation in service delivery will be central to making the best use of our resources and making a positive difference.

What do we want to achieve?

- The principles of Best Value are applied to everything that we do
- Our residents and communities feel actively involved in how services are designed and delivered
- We have modernised the way in which we work via the implementation of our 'Delivering Differently' programme
- Our services are provided in a variety of ways that meet the needs of our service users and offers flexibility
- We use data more effectively for the benefit of residents and to plan for the future of services
- We maximise our income stream by working more efficiently and where it is appropriate collaboratively, in the delivery of services
- To modernise and rationalise our property estate
- To strengthen partnership working to deliver the best possible outcomes for our residents

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
Increase the percentage of residents who agree that the Council is responsive to customer needs (Citizens' Panel)	2015 50%	55%
Increase the percentage of residents who are satisfied with Council services (Citizens' Panel)	2016 68%	70%
Increase the percentage of residents who feel Council services are good value for money (Citizens' Panel)	2016 60%	65%
Increase the percentage of residents who agree that the Council's reputation is good (Citizens' Panel)	2015 44%	50%
Increase the percentage of operational accommodation that is suitable for its current use (LGBF)	2017 90.2%	92%
Percentage of interactions with the Customer Service Centre using online and other automated services (KPI)	2017	
- Face to face	20.84%	12.5%
- Phone calls	77.44%	67.5%
- Mobile / website other	1.7%	20%

Which outcomes does this priority contribute to?

- Achieving, Included and Respected and Responsible

As a high performing Council that delivers services that are shaped by its communities, we will achieve greater impact and more effective use of resources. By supporting communities to help tackle the issues that are important to them we will help promote a shared sense of belonging and ownership as well as developing assets and expertise in the local community.

Organisational Priority

To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

Our employees are our greatest asset and the measure of our success as an organisation depends on our employees and the service that they provide. We recognise that in order to deliver the organisational priorities contained within this plan, we need a workforce that is experienced, engaged, motivated and appropriately developed. We are committed to investing in planning and supporting staff, listening to what they say and acting on their feedback.

We recognise that the next few years will be extremely challenging for the Council and it is therefore more important than ever to ensure that we have a strategy and workforce plans in place which will drive and deliver change across services while ensuring our employees continue to be motivated, sufficiently trained and qualified to deliver quality services which meet current and anticipated service needs.

Added to this, our employees are delivering services in an environment dominated by a public sector reform agenda, involving anticipated changes in legislation and policy which will directly affect the way that Council services are delivered in the future and will place new demands on the skills and capabilities of our workforce. We recognise the importance of supporting employees through periods of sustained change and this will be managed through our People and Organisational Development Strategy 2017-2020. The success in achieving this priority will primarily be measured via our Employee Survey, which is due to take place in late 2018.

What do we want to achieve?

- Our workforce size and the skills set of our employees meet the needs of the organisation
- We have an employee driven culture of high performance, improvement and innovation
- Our workforce feels valued and highly motivated
- Our employees understand how their role contributes to the Council's vision
- Inverclyde Council is viewed as an employer of choice
- The health and wellbeing of our employees is supported through a range of health, safety and wellbeing opportunities
- Employees are digitally skilled to deliver the best service to meet customer needs

Organisational Priority

How will we measure our success?

Performance Indicator	Baseline	Target 2022
At least 70% of employees agree that are satisfied in their job (Employee Survey, 2018)	2018	70%
At least 70% of employees understand how their work contributes to the Council's aims (Employee Survey, 2018)	2018	70%
At least 70% of employees agree that they feel motivated to do the best job they can (Employee Survey, 2018)	2018	70%
At least 70% of employees agree that Inverclyde Council is a caring and supportive employer (Employee Survey, 2018)	2018	70%
Reduce employee sickness absence (days lost per full-time equivalent employees) (KPI)	2016/17 9.4 days	9 days

Which outcomes does this priority contribute to?

- **Achieving and Healthy**

Our employees are supported and guided in their jobs, with access to appropriate training opportunities to develop their knowledge and skills and have access to services and initiatives designed to promote their overall health and wellbeing.

Delivering our organisational priorities

The Council's strategic planning and performance management framework is shown in the diagram below. This is the delivery framework for the priorities contained within this Corporate Plan.

- ❑ The overarching strategic plan for Inverclyde is the Inverclyde Outcomes Improvement Plan, which sets out the priorities that all partners within the Community Planning Partnership will seek to deliver to improve the wellbeing and quality of life of the residents of Inverclyde, with a particular focus on reducing inequality and poverty. This Corporate Plan directly contributes to the achievement of these partner priorities.
- ❑ The Financial Strategy establishes the policy framework for resource allocation within the Council over the medium term and is designed to support the delivery of the priorities contained within the Corporate Plan and the Inverclyde Outcomes Improvement Plan.
- ❑ The improvement activities that will help us to achieve the priorities contained within this Corporate Plan are set out in our Corporate Directorate Improvement Plans. These are three year Plans which are refreshed on an annual basis.
- ❑ The People and Organisational Development Strategy sets out how we will meet the challenges that the Council will face over the next 3 years to ensure that our workforce is positive, motivated and well managed.
- ❑ Our Service Statement and Standards focus on the day to day work of each service and set out the standards of service that the public can expect to receive.
- ❑ Underpinning all aspects of the strategic planning and performance management framework is the aim to deliver improved outcomes for our communities and the achievement of our vision 'Getting it right for every child, citizen and community'.



The principal vehicle for the delivery of the organisational priorities contained within this Corporate Plan will be the Council's Corporate Directorate Improvement Plans (CDIPs). Each CDIP will contain an improvement plan which will set out the actions that will be taken by the Directorate to deliver the priorities within this Corporate Plan. The CDIP will also contain information on the lead officer(s) and timescale for the delivery of each of the improvement actions. Progress reports on the delivery of the CDIPs are reported to every second meeting of the relevant Council committee.

This Plan contains a range of specific performance measures in support of each priority, each with a set target to help measure progress. Many of the targets we have set however can only be achieved through effective partnership working as the complexity of the issues means that the Council alone cannot achieve the desired level of change. Similarly, the nature of the priorities means that change will not be achieved in the short term and therefore it is more appropriate to review progress against the performance measures on an annual basis.

As part our commitment to public performance reporting, we also publish a wide range of information relating to how well we are performing, which is available to view on the Council's website. These indicators provide an additional measure of our progress in delivering the priorities in this Plan and in turn, the achievement of our wellbeing outcomes. You can view all our performance information here:

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

Progress towards the achievement of targets will be managed using the Council's performance management system, Inverclyde Performs and a Corporate Plan Annual Report will be produced each year for the Corporate Management Team and reported to the Council's Policy and Resources Committee. The Annual Report will be published on Inverclyde Council's website.

Contact Us

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