
Report To:	Policy and Resources Committee	Date:	7 August 2018
Report By:	Steven McNab, Head of Organisational Development, Policy and Communications	Report No:	PR/18/19/SMcN/MMcK
Contact Officer:	Miriam McKenna	Contact No:	712042

Subject: Local Outcome Improvement Plan 2017-2022

1.0 PURPOSE

1.1 The purpose of this report is to present the final version of Inverclyde's Local Outcome Improvement Plan 2017-2022 for adoption by the Policy and Resources Committee on behalf of Inverclyde Council.

2.0 SUMMARY

2.1 As part of the Community Planning element of the Community Empowerment (Scotland) Act 2015, the Inverclyde Alliance has a responsibility to develop a Local Outcome Improvement Plan (LOIP). The new LOIP replaces the Single Outcome Agreement 2012-17.

2.2 The LOIP must demonstrate a clear, evidence-based and robust understanding of local needs, circumstances and aspirations of local communities. It must also set out which communities experience significantly poorer outcomes.

2.3 Inverclyde's LOIP has been informed by both the results from the 'Our Place Our Future' Survey and a comprehensive strategic needs analysis.

2.4 The plan identifies three strategic priorities that the Alliance Board will focus on.

- Population
- Inequalities
- Environment, Culture and Heritage

2.5 A draft LOIP was developed and issued to members of the Alliance Board, Programme Board, Outcome Delivery Groups and supporting networks. In addition, the LOIP was published on Inverclyde Council's web site to allow the public the opportunity to provide comments and feedback. The consultation ended on the 31st of October and the LOIP has now been finalised and all the comments and feedback from the consultation has been incorporated where appropriate.

2.6 The final Inverclyde Local Improvement Plan 2017-22 is contained within Appendix 2. It was approved by the Inverclyde Alliance Board on 11 December 2017.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

- Adopts Inverclyde's Local Outcome Improvement Plan as the overarching partnership strategy for Inverclyde.

Steven McNab
Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

- 4.1 As part of the Community Planning element of the Community Empowerment (Scotland) Act 2015, the Inverclyde Alliance has a responsibility to develop a Local Outcome Improvement Plan (LOIP). The new LOIP replaces the Single Outcome Agreement 2012-17.
- 4.2 The new LOIP must demonstrate a clear, evidence-based and robust strong [understanding of local needs, circumstances and aspirations and specify how these vary for different places and population groups within Inverclyde. The LOIP must also identify which communities experience significantly poorer outcomes relative to other communities in the area and Scotland overall.](#)
- 4.3 Extensive community engagement has been carried out across Inverclyde to inform the development of the LOIP. The opinions of local residents were sought via a survey and a series of community events, named 'Our Place Our Future'. The engagement was carried out using the national Place Standard Tool (<http://www.placestandard.scot/#/home>) to gather the views of people across Inverclyde. In total, we had a participation rate of just under 2% of the population over 16 years of age. There was also targeted engagement with the Youth Council to ensure that the voices of children and young people were heard.
- 4.4 A comprehensive strategic needs analysis was also developed to inform the development of the LOIP. The strategic needs analysis contains a range of data on population, economy, deprivation, health and the environment that was also used to inform our strategic priorities and the key issues that the Alliance will focus on.
- 4.5 Inverclyde's Local Outcome Improvement Plan 2017-2022 identifies the following three strategic priorities that the Alliance will focus on tackling:
- **Population** - Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth.
 - **Inequalities** - There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced.
 - **Environment, Culture and Heritage** - Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.
- 4.6 Inverclyde Council's new Corporate Plan 2018 – 2022 sets out how the Council will seek to deliver its part of the LOIP and this is reflected in the diagram attached at Appendix 1. The priorities set out in the Corporate Plan have been informed by the LOIP and the Our Place, Our Future engagement. The Corporate Plan was agreed by Inverclyde Council on 7 June 2018.
- 4.7 The final Inverclyde Local Improvement Plan 2017-22 is contained within Appendix 2.
- 4.8 Inverclyde Alliance is now developing community led Locality Plans, which will set out the detail of how communities and public agencies will seek to tackle inequalities across Port Glasgow and Greenock.

5.0 IMPLICATIONS

- 5.1 Financial Implications: Any financial implications will be contained within the Partnership Action Plans.
- 5.2 Human Resources: none at present
- 5.3 Legal: none at present

5.4 Equalities: none at present

5.5 Repopulation: none at present

6.0 CONSULTATIONS

6.1 n/a

7.0 LIST OF BACKGROUND PAPERS

- 7.1
- Inverclyde Strategic Needs Assessment
 - Our Place Our Future Survey Results

Inverclyde Alliance strategic priorities

Inverclyde Council organisational priorities

In support of the Inverclyde Outcomes

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 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

Inverclyde Alliance

Outcomes Improvement Plan
2017 – 2022



Moving Forward Together



Inverclyde Alliance



This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.


Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔



 01475 712042

 corporate.policy@inverclyde.gov.uk

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Foreword

Councillor Stephen McCabe, Leader of Inverclyde Council and Chair of Inverclyde Alliance

As Chair of the Inverclyde Alliance, the Inverclyde Community Planning Partnership, I am delighted to introduce Inverclyde's Outcomes Improvement Plan 2017 – 2022. This Plan sets out what the Inverclyde Alliance wants to achieve by way of improving outcomes over the short, medium and longer term for the citizens of Inverclyde.

The Alliance achieved significant progress in delivering the outcomes contained within our Single Outcome Agreement 2013/17 and this has informed partners' views on what the key issues for Inverclyde continue to be and how these should be taken forward in this Outcomes Improvement Plan.

We have also undertaken a Strategic Needs Assessment to enable the Alliance to make an informed appraisal of where the greatest needs of our communities lie and where partnership working could make the greatest impact.

Communities from across Inverclyde have been engaged in the development of the priorities within this OIP to ensure that the agreed priorities are the right ones and will make the most difference to people's lives. We have called this Plan 'Moving Forward Together' because we recognise that working with communities will be fundamental to the successful delivery of these priorities and that communities themselves often have the answers to the problems experienced by those living in their area. 'Moving Forward Together' will be a core principle as we further embed our approaches to early intervention, community empowerment and co-production.

As a Partnership, we recognise that whilst challenges will undoubtedly lie ahead, Inverclyde also has a number of substantial strengths that we can build upon. All partners are focussed on ensuring that all our children, citizens and communities are safe, healthy, achieving, nurtured, active, respected, responsible and included through the delivery of the three strategic priorities contained within this Plan.

Through this Outcome Improvement Plan we will work to ensure that we get it right for every child, citizen and community in Inverclyde. We are committed to improving outcomes for all our citizens' but particularly those living in our most deprived communities and our most vulnerable residents.

Partnership working is more important now than it has ever been, with the need to deliver better, more targeted services together, using shared resources where possible. The Alliance is committed to continuing to develop co-ordinated, effective, efficient services together, that meet the needs of our communities and deliver better outcomes for all.

Councillor Stephen McCabe
Chair of Inverclyde Alliance Board
Leader of Inverclyde Council

Introduction

Inverclyde's Outcomes Improvement Plan (OIP) 2017/22 sets out the outcomes that the community planning partners in Inverclyde, known as the Inverclyde Alliance, will seek to improve, which in turn should improve the wellbeing and quality of life of the residents of Inverclyde, with a particular focus on reducing inequality and poverty.

The Community Empowerment (Scotland) Act 2015 placed a legal duty on community planning partners to demonstrate that they are making a significant difference to the lives of their residents through the planning and delivery of local outcomes and the involvement of community bodies at all stages of community planning.

The Act places a very specific focus on tackling inequalities for those that are most disadvantaged in our communities and this should be articulated in a Local Outcomes Improvement Plan which must be:

- Clearly based on evidence and analysis of the area and its communities, variations in outcomes between communities and the communities and outcomes where improvement is a priority;
- Specific about the preventative work required by the plan and how resources will be used in new ways to support prevention;
- A driver for CPPs to develop integrated approaches to improving outcomes;
- A focus for the CPP to identify where partnership working adds value and genuinely improves outcomes;
- Clearly based on active participation by communities and community organisations;
- Clear about the resources necessary to deliver the planned improvements and how they will be provided by the statutory partners;
- Precise about the level of improvement and timescales for each improvement commitment in the plan;
- Clear about scrutiny, performance and accountability arrangements for the plan.

Inverclyde Alliance Board

The Inverclyde Alliance Board is made up of the following members:

- Community Councils Forum
- NHS Greater Glasgow and Clyde
- Inverclyde Chamber of Commerce
- Greenock and District Trades Council
- Inverclyde Council
- West College Scotland
- Job Centre Plus/Department of Work and Pensions
- Skills Development Scotland
- Strathclyde Fire and Rescue
- Scottish Enterprise
- Strathclyde Partnership for Transport
- Strathclyde Police
- CVS Inverclyde
- The Scottish Government

In addition to the above, locally there are a number of other partner agencies who are involved in the delivery of the outcomes such as Riverside Inverclyde, River Clyde Homes and Inverclyde Leisure, among others.

Each of these organisations has made a commitment to delivering the outcomes for Inverclyde and the OIP covers all the services delivered by partners operating within the Inverclyde Alliance.

The OIP will run on a five year rolling basis, while being subject to annual reviews and sits within the

Appendix 2

Council's, public bodies' and Scottish Government's duties in relation to Community Planning and Best Value.

The OIP has been, and will continue to be, developed in consultation and through engagement with all relevant stakeholders and the communities of Inverclyde.

We want to get it right for everyone in Inverclyde, but recognise that there are particular communities that require targeted attention. Those areas which are identified as being subject to multiple deprivation and experiencing the greatest inequalities will receive targeted interventions in regard to housing, health, community safety, environmental improvements and community capacity building etc. We have developed Locality Plans for three areas in Inverclyde which experience the greatest level of inequality and deprivation, using a wide variety of data including the Scottish Index of Multiple Deprivation, to identify those areas. In the plans we set out priorities to improve outcomes for communities that have been developed with communities. These Plans cover the localities of:

- Port Glasgow
- Greenock East and Central
- Greenock South and South West

Our Vision for Inverclyde

The Community Planning Partnership vision for Inverclyde is:

‘Nurturing Inverclyde: Getting it right for every Child, Citizen and Community’

This means that the Alliance will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are resilient, respected and responsible and able to make a positive contribution to the area.

As part of the Nurturing Inverclyde approach, the Inverclyde Alliance, are focussing on achieving wellbeing outcomes for our communities, which have been adapted from Getting it Right for Every Child. The wellbeing outcomes have been expanded so that they include all our citizens and communities in Inverclyde.

We want all our children, citizens and communities to be:

- | | |
|----------------------------------|---|
| Safe | Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in. |
| Healthy | Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices. |
| Achieving | Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community. |
| Nurtured | Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community. |
| Active | Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development. |
| Respected and Responsible | Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community. |
| Included | Overcoming social, educational, health and economic inequalities and being valued as part of the community. |

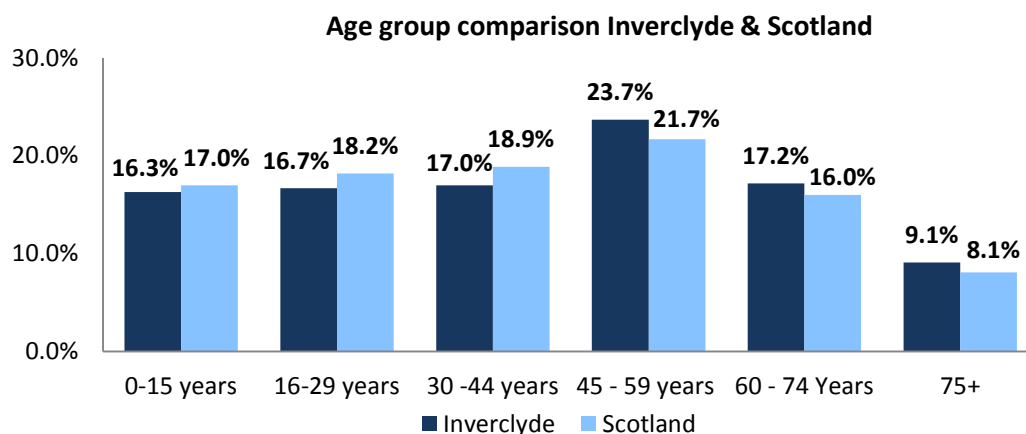
Our Place

Inverclyde is located on the west coast of Scotland and 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, some of the best walking and sporting activities in Europe and the best school estate in Scotland.

The main towns of Greenock, Port Glasgow and Gourock sit on the Firth of the Clyde. The towns provide a marked contrast to the coastal settlements of Inverkip and Wemyss Bay which lie to the South West of the area and the picturesque villages of Kilmacolm and Quarriers Village which are located further inland, and offer a further dimension to the area's diversity, particularly in social, economic and physical terms.

A strong sense of community identity exists within Inverclyde and to local neighbourhoods in particular. Local citizens are rightly proud of their area, and its history which is steeped in centuries of maritime and industrial endeavour.

Inverclyde's population in 2016 was estimated to be 79,160. There are more females than males in Inverclyde's population; 52% females compared to 48% males. Compared to the Scottish average, Inverclyde has a slightly lower proportion of children and young people and slightly higher proportion of older people (aged 60+). The composition of Inverclyde's population compared to Scotland is shown in the graph below:



Source: [NRS mid-2015 population estimates](#)

In order for the Alliance to evaluate where partnership working will add the greatest value, it needs to have a clear understanding of the current and future health, social and economic needs of the population. A comprehensive Strategic Needs Analysis for Inverclyde has been developed to inform the identification of the priorities in this Outcome Improvement Plan. You can view the Inverclyde Strategic Needs assessment here: <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

It should be noted however that the Inverclyde Strategic Needs Assessment does not stand alone and as well as the Alliance partner plans and strategies that support it, additional information on the needs of Inverclyde and its population can be found in the following:

- The Inverclyde Health and Social Care Partnership Strategic Needs Assessment
- The Inverclyde Alliance Joint Children's Services Strategic Needs Assessment
- The Inverclyde Community Safety Strategic Needs Assessment

What does our Strategic Needs Analysis tell us?

Population

- A declining population has implications for the future of services within Inverclyde. In particular, the projected decline in the numbers of young people and working age population, coupled with the substantial increase in the numbers of over 60s will place additional pressures on those services required by an ageing population.
- More local jobs will be the biggest determinant of future population growth and critical to attracting migrants and retaining young people currently living in Inverclyde.
- Partners need to ensure that appropriate support is available that meets the changing needs of our older people e.g. older adults are at increased risk of being socially isolated or lonely which in turn impacts on health and wellbeing.
- A poor perception of the area is the primary reason given by our young people who are considering leaving. Also, the majority of residents leaving Inverclyde move elsewhere in Scotland and Inverclyde has been less successful than other areas in Scotland in attracting in migrants, although the recent increase in the number of migrants moving to Inverclyde is encouraging.

Economy

- Inverclyde's employment remains heavily reliant on the public sector. With public sector budgets reducing resulting in a shrinking workforce in this sector, this will put additional pressure on the local employment market.
- The reduction in the working age population of Inverclyde is a long term issue for the partnership.
- Planned and future training and upskilling opportunities must take cognisance of the predicted market changes to ensure that Inverclyde residents have the required skills to meet the needs of employers.
- The closing of the gap between Inverclyde and Scotland in relation to gross weekly pay is a positive outcome for Inverclyde residents.
- There has been a significant increase in the number of new enterprise births between 2010 and 2015, however Inverclyde's business base remains relatively narrow with a lower business survival rate than the Scottish average. Growing small businesses is one route to employment growth.
- Business density remains well below the Scotland average and there continues to be a challenge in growing private sector jobs.
- Tackling entrenched rates of dependency on Employment Support Allowance and Incapacity Benefit remain a challenge.
- The number of residents in Inverclyde with no qualifications is higher than the Scottish average and acts as a barrier to finding employment.
- Respondents from the Our Place Our Future survey have fairly low satisfaction levels with work and the local economy overall. Respondents cited the need for more well paid jobs and meaningful employment opportunities locally.

Deprivation

- Income, employment and health deprivation, as measured by the SIMD16, remain a significant issue for a large number of people living in Inverclyde. Deprivation levels vary significantly across communities in Inverclyde with the most deprived area being Greenock Town Centre.
- Child poverty in Inverclyde has increased in recent years, with more than 1 in 4 children now estimated to be living in poverty.
- Fuel poverty is growing and those in our most deprived areas are spending a higher proportion of their income on fuel.
- The ongoing improvement in attainment for those young people living in the most deprived 20% is encouraging.

Health

- There is a welcome improvement in life expectancy for both males and females in Inverclyde, although longer life expectancy does not always translate to healthy life expectancy with people living longer but living with disability or chronic illness. For example, there is a difference of nearly 17 years for women in Inverclyde between healthy life expectancy and life expectancy. Stark health inequalities continue to exist in life expectancy and other health outcomes across communities in Inverclyde.
- Obesity is a growing issue both nationally and locally. Children in Inverclyde are at a higher risk of weight problems compared to the national average and this has potentially serious implications for their health later in life.
- Alcohol and drug misuse continues to be higher than the national levels and targeted approaches through the work of the Alcohol and Drug Partnership will continue to be important.
- It is anticipated that as the population ages, growing numbers of Inverclyde residents will be at risk of developing dementia.
- Based on current trends, an ageing population will result in a continued increase in the number of hospital admissions as well as increased demand for home care services.
- Feelings of influence and a sense of control are not particularly high in any Inverclyde locality. Residents of Port Glasgow in particular, have notably lower levels of satisfaction. As mentioned previously, asset based approaches will help to ensure that people living in poverty and deprivation have their voices heard.

The Environment

- Satisfaction levels with natural / open space are high overall however there is less usage of natural space in our most deprived communities who have a lower frequency of visits but who stand to benefit the most.
- Levels of cultural engagement in Inverclyde have remained relatively unchanged between 2012-2015 and are marginally lower than the Scottish average.

Appendix 2

- Despite a fall in recorded crime, a significant proportion of the population have the perception that crime has increased.
- Fire call outs in Inverclyde are the highest in Scotland and deliberate fire raising is a particular issue locally.

Engaging with our Communities

Extensive community engagement has been carried out across Inverclyde to inform the development of this LOIP. This engagement has provided us with a clear, evidence-based and robust understanding of local needs, circumstances and the aspirations of local communities. The feedback from local communities has informed our strategic priorities and the key issues that the Alliance will focus on tackling.

Our Place Our Future



The opinions of local residents were sought via a survey and a series of community events, named 'Our Place Our Future'. The engagement was carried out using the national Place Standard Tool (<http://www.placestandard.scot/#/home>) to gather the views of people across Inverclyde. Those that responded to the survey were asked to consider how satisfied they are in relation to each of the 14 themes of the Place Standard:

- Work and local economy
- Social interaction
- Feeling safe
- Influence and sense of control
- Public transport
- Streets and spaces
- Play and recreation
- Housing and community
- Identity and belonging
- Care and maintenance
- Moving around
- Traffic and parking
- Natural space
- Facilities and local amenities

The engagement was carried out via a wide range of mechanisms to reach as many people as possible:

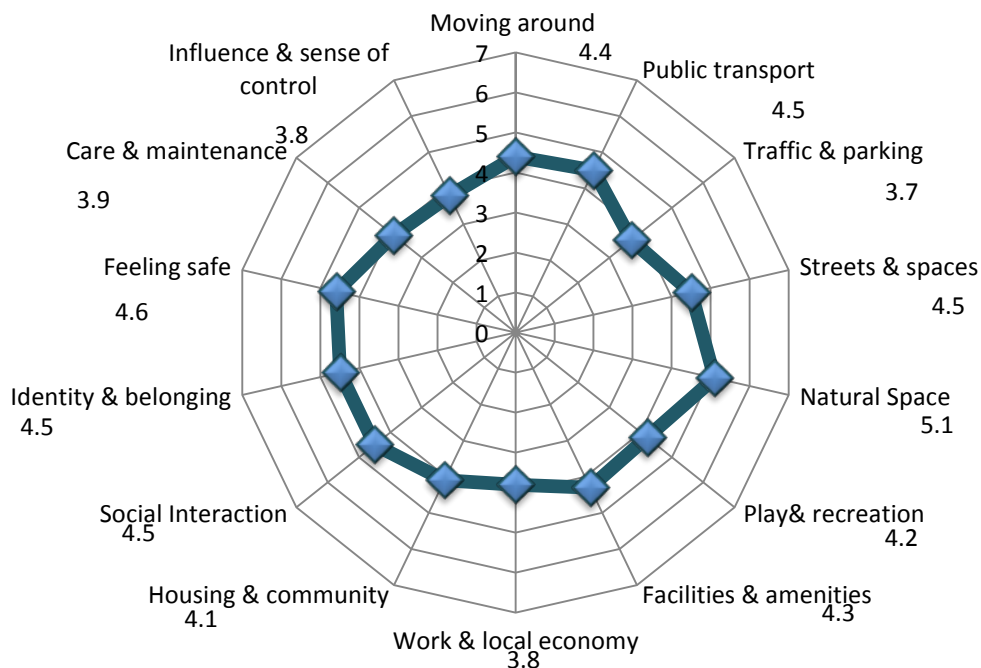
- Social media and online advertising e.g. school websites, online newspapers, community group websites
- A series of community 'drop-in' days across Inverclyde
- Stalls in public places with high footfall e.g. town centres and supermarkets
- Across community networks and groups including ESOL classes, LGBTI, Youth Council, Older People's and Women's groups. Your Voice Community Care Forum also engaged with residents with health conditions/ patient groups, disability, women's groups, faith groups and those in recovery from addiction.

In total, we had a participation rate of just under 2% of the population over 16 years of age. There was also targeted engagement with the Youth Council to ensure that the voices of children and young people were heard.

Such comprehensive data encompassing a wide range of issues has not previously been available to the partnership and as such we must capitalise on the opportunity that this presents us with. We plan to carry out the survey again in 3 years to allow us to measure the progress that has been achieved in terms of improved residents' satisfaction. We will also feed the results of this engagement back to our communities and set out how this has shaped and influenced the priorities in this plan. In doing this we hope to reinforce participation and encourage stakeholders to continue to be actively engaged in setting the improvement agenda for Inverclyde.

The diagram on the following page provides an overview of levels of satisfaction with the key areas covered in the survey. A score of 1 represents 'not at all satisfied' whilst a score of 7 represents 'completely satisfied'.

Inverclyde average scores



Whilst the Our Place Our Future Survey was the largest community engagement exercise carried out by the Alliance, it is just one strand of the engagement that has been carried out with our communities. Other forms of engagement include:

Inverclyde’s Citizens’ Panel

Inverclyde’s Citizens’ Panel consists of 1000 Inverclyde residents who are representative of the population. Members of the Citizens’ Panel are regularly asked for their views on a range of issues and we consulted with them regarding the outcomes they thought should be addressed in the new Outcome Improvement Plan 2017/22.

#Clyde Conversations

#Clyde Conversations is a partnership conference specifically aimed at harnessing the views and opinions of Inverclyde’s young people in relation to health and wellbeing. The conference was established to build on the wealth of information emanating from the Inverclyde Young People’s Health and Wellbeing Survey (2013), which had an unprecedented response rate of 83%. The conference takes place every eighteen months and is planned and delivered by Inverclyde’s young people. The conference itself provides a unique opportunity for secondary pupils across Inverclyde to meet, engage and jointly plan with policy makers and other community leaders on the issues that matter to them.

Town Centre Regeneration Forums

Town Centre Regeneration Forums have been established in Port Glasgow, Greenock and Gourock. These forums are designed to increase the involvement of local residents in the regeneration process, with residents helping to drive forward economic, physical and social change in their communities, working alongside and collaboratively with the public, private and third sectors. Each of the regeneration forums meet quarterly.

Future Engagement

Community engagement will be integral to the delivery of this Inverclyde Outcomes Improvement Plan and continue to shape it as it moves forward. Our Annual Reports will include details of how this has been carried out.

Our Priorities

The Alliance has considered the issues arising from the Strategic Needs Assessment, coupled with what our communities have told us is important to them. Three strategic priorities have been identified which will provide the framework for the development of action plans that reflect both the needs of our population and the aspirations of our communities, with the overall aim of reducing deprivation and inequalities.

The three strategic priorities are:

1. Population

Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth.

2. Inequalities

There will be low levels of poverty and deprivation and the gap in income and health between the richest and poorest members of our communities will be reduced.

3. Environment, Culture and Heritage

Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.



Strengths and Opportunities

Whilst Inverclyde as an area faces a number of challenges, it also has many strengths as a place to live and we will seek to capitalise on these in order to achieve better outcomes for people living in Inverclyde.

Location

Inverclyde has a rich diversity of landscapes with unrivalled scenery and spectacular views across the river Clyde to the Argyll Hills and the Highlands. Inverclyde's natural environment is one of the area's biggest assets and is often cited in numerous public consultations as being what people like most about living in Inverclyde.

The area has fantastic transport links to Glasgow, Glasgow Airport, Edinburgh and Greenock Ocean Terminal. Greenock has been voted by HBOS as Glasgow's most affordable commuter town. Inverclyde is also the gateway to the wonderful natural beauty of Argyll and The Trossachs.



Grand Prix of the Sea, Inverclyde 2016

Nurturing Inverclyde

Inverclyde won its first ever Gold COSLA Excellence Award in 2013 for its 'Nurturing Inverclyde' initiative. 'Nurturing Inverclyde' is an innovative approach that was developed to help plan and deliver all services across the Community Planning Partnership. It has created a shared understanding and drive amongst the Partnership to do our best for every child, citizen and community and has helped us to achieve excellence through a strategic vision that is driven forward through a shared vision and values.

Excellent Partnership Working

Inverclyde is a relatively small geographic area in comparison to other local authorities and one of the benefits of this is the ability to establish strong partnership working. There is a great commitment amongst all members of the Community Planning Partnership to improve outcomes for Inverclyde residents and achieve our vision of 'Getting It Right For Every Child, Citizen and Community'.

Partners are continuing to deliver significant investment in the area for example, Inverclyde Council's Roads Asset Management Plan is a £29 million capital investment programme in improving carriageways, footpaths and street lighting infrastructure; SPT investment has delivered major improvements to Greenock and Port Glasgow bus stations and the provision of Park and Ride facilities; West College Scotland has identified its Greenock Campus as high priority in terms of investment in order to be able to provide facilities that will support 21st century learning and teaching and Port Glasgow is set to benefit from a £2.4 million overhaul to its town centre, partly funded by the Scottish Government.

To ensure that the Partnership continually strives to improve its ways of working, the Alliance Board participates in an ongoing programme of self-evaluation and has developed an improvement plan which underpins the strategic direction of the Partnership.

City Deal

The City Deal Agreement will deliver a major investment programme to stimulate economic growth in Inverclyde and will help to boost both infrastructure and the attractiveness of the area as a place to live and work. The area will benefit from £86 million investment and the City Deal projects closely align with the priorities set out this Plan and as such, will deliver benefits for the residents of Inverclyde and the area as a whole.

The provision of 600 new, high quality residential units and 6000sqm of commercial space as part of the Inverkip project will encourage more people to move into or remain in the area, helping to stabilise or increase the population. Investment of more than £14million will be spent at Ocean Terminal to provide a new dedicated berth for cruise liners. This will significantly increase capacity and cruise liner activity, potentially providing Inverclyde with a major tourist boost and an opportunity to promote and market the area positively on a national and international scale. Increased tourism will also provide a direct boost to the local economy. Finally, a £9.4 million Renewables Hub is planned for the Inchgreen Dry Dock. This will involve the redevelopment of a brownfield site and underutilised quay assets, to support off shore renewables, potentially creating new employment opportunities within the area.

Regeneration

Inverclyde Council and its partners vision to secure the long term economic growth of Inverclyde has resulted in a transformation of the area. Along the waterfront, old industrial sites are being cleared, new residential developments are being built, new leisure facilities have been created and new housing is being constructed within existing communities. Some examples of the multi-million pound developments that have helped to transform the area include:

- The completion of the £5.8 million redevelopment of Gourock town centre to enhance the experience of Gourock town centre for businesses, residents, pedestrians, shoppers and visitors.
- The £4.1million restoration, refurbishment and upgrading of Greenock's iconic Grade A listed Custom House has brought 9,796 sq ft of prestigious office accommodation to the centre of Greenock.
- Kelburn Business Park in Port Glasgow , which is adjacent to A8 and only 15 minutes from Glasgow Airport, provides 41,983sq ft of new build industrial and business accommodation within separate terraces,

Our Schools

£270 million has been invested in Inverclyde's school estate over the last 10 years which has ensured that Inverclyde has one of the best school estates in Scotland and every pupil is taught in modern, fit for purpose educational facilities fit for the demands of the 21st century. The schools investment has been underpinned by rigorous appraisal which identified best value projects that would make the most effective contribution towards raising educational standards, support inclusion and provide a better working environment for pupils and staff.

Health Services

Inverclyde provides a range of excellent health services. For example the area has its own hospital that services the population of Inverclyde. Many local residents have told us that having a local hospital is one of the things they like most about living in Inverclyde. In addition, Inverclyde has a rich landscape of local statutory, independent, voluntary and third sector organisations, all of whom make a significant contribution to making Inverclyde a safe, secure and healthy place to live.

Leisure Facilities

There has been significant investment in Inverclyde's leisure facilities which has resulted in these being amongst the best in Scotland. Facilities such as the Gourock outdoor heated pool, which is a salt water pool, set on the banks of the Clyde, provides a popular and unique visitor attraction to the area. Expansion of leisure facilities in recent years resulted in 100,000 more visitors in 2016.

Tourism

Greenock Ocean Terminal is the main cruise destination port in the West of Scotland. In 2013 Greenock Ocean Terminal was awarded “Best Cruise Port Reception in the World”. In 2017, 58 cruise ships and 103,789 passengers visited Greenock Ocean Terminal. This provides a tremendous boost to the Inverclyde economy.



Governance

The governance structure for the delivery of this OIP is set out in the diagram below:



Role of Inverclyde Alliance Board in relation to the Outcomes Improvement Plan

The role of Inverclyde Alliance Board in relation to the OIP is to lead the development and delivery of the strategic outcomes highlighted in the Outcomes Improvement Plan and to embed these into partners planning and business processes. The Alliance Board has a scrutiny role in the performance management of the OIP, with quarterly reports submitted to Board meetings.

OIP Programme Board

The main function of the Programme Board is to oversee the delivery of the outcomes and ensure effective co-ordination of programmes/projects and key information, as well as looking at the cross cutting issues arising across the Partnership Action Groups.

In addition to the Lead Officers (see below) of the Partnership Action Groups, the Programme Board also has representation from other organisations not represented by the lead officers – representation can be co-opted from organisations as the need arises.

The Programme Board where possible refer issues on to existing mechanisms for delivery e.g. Community Safety Partnership, Alcohol and Drug Partnership, or to set up short life 'task and finish' working groups on particular issues. They are also able to draw in other organisations/ partnerships or initiatives as the need arises e.g. in regard to tourism, culture etc.

Partnership Action Group Lead Officers

The Lead Officers facilitate and co-ordinate the development of Partnership Action Plans, with actions identified which each partner can take away and embed within their business plans as well as pieces of joint work.

Each lead officer is also responsible for liaising with their organisation to inform and assist in the delivery of the OIP. Given the cross cutting nature of the outcomes this will promote joint working across the outcomes, particularly where there are impacts across more than one outcome from one action.

Partnership Action Groups

The Partnership Action Groups (PAGs) have representation from across the various organisations involved in Community Planning in Inverclyde. People can be co-opted onto groups for particular issues, keeping membership tight and relevant to those involved. The whole process needs to be as dynamic as possible, focussing on actions and delivery and allows for changes and amendments to membership.

Partnership Action Groups, in the first instance are tasked with:

- ensuring that partners review the actions set out in their business plans and identify which contribute to each of the local outcomes/priorities
- developing partnership action plans setting out actions which will be delivered on a partnership basis to fill any gaps in service delivery, or which will better co-ordinate existing work taking place in regard to their local outcome/priority, reviewed on an annual basis
- identifying opportunities for projects which could take place across more than one priority area
- managing and co-ordinating delivery
- monitoring and reporting on performance to Programme Board and Scottish Government via Annual Performance Report.

Each Partnership Action Group has a Terms of Reference which sets out the purpose, structure, responsibilities and shared aim of the group.

Community Engagement informs the whole process and feedback from representatives of the communities of Inverclyde, and voluntary organisations delivering services in the area, is fed into the Programme Board and partnership action groups to be taken account of in the development and delivery of plans. The Community Engagement Network co-ordinates community engagement across Inverclyde and feeds this into the Alliance and Programme Boards.

The Alliance Board has ultimate responsibility for driving forward the renewal of Inverclyde through this OIP. Partners will be encouraged to reflect the area's strategic outcomes and priorities in their respective business/service planning processes. This will enable partners either working together or alone to structure their services and change programmes around a limited number of strategic outcomes.

Resources

All partners of Inverclyde Alliance will contribute resources to the delivery of the Outcomes Improvement Plan. This will include human resources, knowledge and expertise, time and any other assets as appropriate.

The Inverclyde Outcomes Improvement Plan is a high level strategic document and that makes it difficult to specify the financial resources that will be required to deliver the plan. This level of detail will be contained within Locality Plans that will set out the targeted action that will be delivered in the localities of Port Glasgow, Greenock East and Central and Greenock South and South West.

Inverclyde Alliance has an Improvement Plan that sets out a number of improvement actions that have been identified through ongoing, robust self-evaluation. Joint resourcing and planning is an area that has been identified in the Improvement Plan and the Alliance are working on developing a process to identify how partners are shifting planning and resources to early intervention and measuring success on reducing demand, costs and released savings. Resources will be linked to the delivery plans that will sit underneath the Outcome Improvement Plan and the three locality plans and this will provide evidence of how joint resourcing and planning is delivering outcomes.

Linkages between Local Priorities and National Outcomes

Our strategic priorities are based on a clear understanding of local needs as well as the strategic objectives that form the Scottish Government's National Performance Framework. The Alliance has sought to ensure that there is a clear alignment between its three strategic priorities and the overarching Scottish Government's national outcomes to ensure that we are delivering better outcomes not just locally but also nationally.

OIP Priority		National Outcome	
1	<p>POPULATION</p> <p>Inverclyde's population will be stable and sustainable with an appropriate balance of socio-economic groups that is conducive to local economic prosperity and longer term population growth.</p>	<p>1</p> <p>We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>2</p> <p>We realise our full economic potential with more and better employment opportunities for our local people.</p> <p>7</p> <p>We have tackled the significant inequalities in Scottish society.</p> <p>10</p> <p>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p> <p>11</p> <p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>	
2	<p>INEQUALITIES</p> <p>There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced.</p>	<p>1</p> <p>We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>2</p> <p>We realise our full economic potential with more and better employment opportunities for our local people.</p> <p>3</p> <p>We are better educated, more skilled and more successful, renowned for our research and innovation.</p> <p>4</p> <p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>5</p> <p>Our children have the best start in life and are ready to succeed.</p> <p>6</p> <p>We live longer healthier lives.</p> <p>7</p> <p>We have tackled the significant inequalities in Scottish society.</p> <p>8</p> <p>We have improved the life chances for children, young people and families at risk.</p> <p>15</p> <p>Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.</p>	
3	<p>ENVIRONMENT, CULTURE AND HERITAGE</p>	<p>1</p> <p>We live in a Scotland that is the most attractive place for doing business in Europe.</p>	

OIP Priority		National Outcome	
	<p>Inverclyde’s environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.</p>	6	We live longer healthier lives.
		9	We live our lives safe from crime, disorder and danger.
		10	We live in well-designed, sustainable places where we are able to access the amenities and services we need.
		12	We value and enjoy our built and natural environment and protect and enhance it for future generations.
		13	We take pride in a strong, fair and inclusive national identity
		14	We reduce the local and global environmental impact of our consumption and production.

The work of the Inverclyde Alliance as a partnership will contribute to the delivery of National Outcome 16: Our public services are high quality, continually improving and are responsive to local people’s needs

Our Priorities

Priority Action 1: Population

Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth.

Why is this a priority in our OIP?

Inverclyde has suffered one of the steepest rates of population decline across the UK.

Inverclyde's population grew quickly through the late 19th century and the first part of the 20th century – peaking at 137,000 in 1951. This population growth was driven by industrialisation. The strength of the shipbuilding industry and port functions in Greenock and Port Glasgow – and the jobs they sustained – attracted people from across Scotland and beyond to live in Inverclyde.

Since this post war peak, however, population decline has been steady and dramatic. Inverclyde's population had fallen to 90,103 by the time of the 1991 Census, a decrease of 35% from the peak in 1951. Our population is continuing to fall; at the time of the 2011 Census the population of Inverclyde was 81,500, down from 84,200 at the 2001 Census, representing a further decline of 3%.

Inverclyde's rate of depopulation has been more severe than other parts of the UK and is amongst the highest in Scotland. Over the period 2001- 2011 Inverclyde had the second highest drop in population of all Scottish Councils.

Tackling depopulation was a priority in our Single Outcome Agreement and we are pleased that we have made progress in addressing this issue. Recent statistics show that the rate of depopulation has slowed down. Inverclyde's population decreased by just -0.43% between mid-2015 and mid-2016. The reasons for this are twofold:

- *Natural change*: there were 698 births compared to 985 deaths (-3.7%).
- *Net civilian migration and other changes*: 1530 people moved into Inverclyde whilst 1586 people moved out of the area, giving a net migration of -56 (-0.05%).

Over the period 2015 – 2016, Inverclyde had the lowest proportion of in-migrants as a percentage of the overall population in Scotland, but also had the lowest proportion of out-migrants, indicating that migration is now fairly well balanced compared to previous years where out-migration far outstripped in-migration.

Inverclyde is one of 11 Council areas where the population is projected to decrease as a result of both out-migration and negative natural change. The latest projections suggest a 12% decrease in Inverclyde's population by 2039. Population decline is not uniform across all age groups however with a 16% decrease projected in the number of children aged 0-15 years and a 21% decrease in the working age population. Conversely, the percentage of the population that is of pensionable age and over is projected to increase by 17%. Within this specific demographic group, there is projected to be a significant increase in the proportion of residents aged 75 and over, with an estimated 68% increase in numbers by 2039. This will have a significant impact on the public sector services most frequently used by this section of the population.

A declining number of children and young people means that it is even more important to encourage our young people to continue to live and work in Inverclyde as adults. In our Young People's Health and Wellbeing Survey, which had an 83% response rate, 45% of secondary school pupils stated that they did not want to live in Inverclyde as an adult. Only 20% of pupils said that they did and 35% of pupils were

undecided.

It is important that we continue to build on the progress that we have made in tackling population decline given the serious implications it has for future service provision and the wider economy.

- Depopulation has the potential to undermine the ability of Inverclyde to attract and retain investment to create competitive retail, leisure and nightlife activities.
- The decline in the area's working age population undermines the ability of existing firms to source labour locally and has the potential to undermine the area's attractiveness to potential inward investors.
- There will be less demand for services associated with young people such as schools and nurseries, but disinvestment from these might make in-migration less attractive for families.
- A growing elderly population will impact on the provision of particular public sector services, particularly health and social care as the elderly/frailer population will require more intensive support, and there will be fewer familial carers to support statutory service delivery.
- The provision of transport networks and the local hospital could become unsustainable without the people to use them.
- Concentration of multiple deprivation will occur, as the communities who are worst off are the ones who will not be able to leave the area or improve their circumstances without significant investment.

We will capitalise on the opportunities that projects such as the City Deal Agreement will provide to help us make particular areas of Inverclyde more attractive places to live. Our efforts to increase population growth will therefore be focused on Greenock, Port Glasgow and Gourock.

What have communities told us?

A number of suggestions were made by respondents regarding how to promote **identity of place** in Inverclyde. A number of respondents felt that a campaign to improve 'Pride in Inverclyde' would help, while other respondents commented on a perceived poor image of Inverclyde and suggested that more is done to promote the area and what it has to offer.

The **young people** that participated in the consultation provided specific feedback relating to the lack of job opportunities for young people and also their views in relation to identity and belonging. 44% of young people expressed their dissatisfaction with a feeling of identity and belonging. Also, our Young People's Health and Wellbeing survey (2013) revealed that 45% of our secondary schools pupils said that they did not want to live in Inverclyde when they are an adult, with a further 35% stating that they did not know if they wanted to live here as an adult. Over a quarter (26%) of respondents cited the reason for this being a general negative view of the area.

Dissatisfaction with the **local economy** and the opportunity to access good quality work was another issue to emerge from the consultation. Respondents expressed their dissatisfaction with the lack of good quality, well paid job opportunities, the lack of provision for training for specific groups such as people with disabilities and people in their 40's and 50's who wish to get back into work. Lack of childcare was also highlighted as a barrier to attending training.

Respondents were asked whether available **housing** supports the differing needs of the community and contributes to a positive environment. The issues highlighted included the need for more affordable housing, more one bedroom properties for young people and elderly people, more housing to suit the needs of disabled people and more sheltered housing to meet the needs of the growing elderly population.

Members of the Citizens' Panel told us that there is a need for more apprenticeships (alongside college and university places) and jobs for school leavers, with the aim of encouraging young people to remain in Inverclyde. Panel members also said that there should be more employment opportunities for older people.

What are the key issues we need to tackle?

There are a wide range of issues that we need to tackle in order to attract new people and businesses into the area and retain the existing population.

Employment – Increasing the number of well paid jobs that are available and ensuring that people can access appropriate training to help them take up these opportunities is vital in order to tackle the high levels of unemployment and worklessness in Inverclyde.

Grow the business base - Inverclyde has a small and relatively narrow business base, with a reliance on a small number of larger employers, a lack of medium sized firms, and an over reliance on the public sector to provide jobs. There is a need to attract private sector businesses and investment, as well as stimulating an entrepreneurial culture and supporting indigenous businesses to grow and to develop more small and medium-sized businesses.

Regeneration – We need to continue the progress that has been made in recent years in regenerating Inverclyde by improving the commercial and industrial portfolio, developing key strategic sites and creating vibrant town centres.

Housing – We want Inverclyde to offer varied, high quality housing for rent and sale that meets the needs of both the existing population and new residents.

Infrastructure – We need to have excellent infrastructure and transport links if we are to be successful in attracting new businesses into the area and encouraging people to come and live in Inverclyde and commute in order to access employment.

Image – We want to promote a positive image of the area to mitigate against the negative messages around deprivation, crime and ill health that are portrayed.

What early intervention and preventative spend approaches are we deploying?

- We are currently promoting Inverclyde as a place to live by showcasing what the area has to offer and in doing so raising the profile of Inverclyde.
- We are developing a new brand which builds on the promotion of Inverclyde as a place to live, work and invest and the promotion of community pride.
- A range of housing related measures are being introduced to help attract new people and business into the area. For example, assistance with initial housing costs and access to housing, assisting the development of self-build housing schemes, assisting householders take advantage of renewable energy systems and the introduction of a service aimed at helping people move into the area.
- A range of initiatives aimed at increasing employment opportunities and support provided to businesses will help us to retain existing population.

What will be different for communities in 10 years?

Although this Plan covers the period 2017/22, the Partnership appreciates that due to the complexity of tackling these issues, improvements in outcomes for residents will not be fully evident until the longer term. The outcomes that we expect to have achieved in 10 years include:

- Inverclyde will be a more attractive place to live and work with excellent education provision, leisure facilities, transport links, good quality housing and employment opportunities.
- A greater variety of opportunities that meet the needs and aspirations of our young people will be

available so that they are encouraged to stay in the area after leaving school.

- Inverclyde’s local economy will have grown and be characterised by a diverse business base as a result of an increase in the number of local entrepreneurs and inward investment.
- Communities in Inverclyde will have an enhanced sense of pride, identity and influence, resulting in improved quality of life and satisfaction with living in the area.
- Inverclyde will have a stable population with a good balance of socio-economic groups.

What local outcomes will this local priority help to achieve?

Safe: fear of crime will reduce as a result of getting clear messages out to citizens about the reduction in reported crime locally.

Achieving: employment – work will be undertaken to increase the number of well paid jobs that are available locally and ensure that people can access appropriate training.

Respected: feedback from local people indicated that they would welcome a campaign to help promote Inverclyde and encourage citizens to have a sense of pride in the Inverclyde area.

Included: Inverclyde’s current population will be satisfied with the area as a place to live and that they will choose to continue living here.

What national outcomes will this local priority help to achieve?

Government purpose target:

Population Growth -

To match average European (EU15) population growth over the period from 2007 to 2017, supported by increased healthy life expectancy in Scotland over this period

National Outcomes

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
7. We have tackled the significant inequalities in Scottish society.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

What plans, strategies and initiatives support this priority?

- Inverclyde Single Operating Plan [Inverclyde Single Operating Plan](#)
- Inverclyde Local Housing Strategy 2011/16 [Local Housing Strategy 2011/16](#)
- Inverclyde Local Development Plan: Main Issues Report (2017) - Inverclyde Council [Inverclyde Local Development Plan](#)
- Inverclyde Council Strategic Housing Investment Plan 2017/22 [Inverclyde Strategic Housing Investment Plan 2017/22](#)
- The Housing Contribution Statement 2016-19: The Housing Contribution to Inverclyde Health and

- Social Care Partnership
- Inverclyde Community Safety Partnership [↗](#) [↗](#) [Community Safety Partnership](#)
- Inverclyde Council Green Charter [↗](#) [Green Charter](#)
- Local Transport Strategy
- Local Biodiversity Action Plan [↗](#) [Biodiversity](#)
- Inverclyde Alliance Partners' Communications Strategies
- Glasgow and the Clyde Valley Strategic Development Plan (Clydeplan July 2017): Glasgow and the Clyde Valley Strategic Development Planning Authority, Glasgow
- Inverclyde Local Development Plan 2014
- River Clyde Homes Business Plan 2014/19 [↗](#) [River Clyde Homes Business Plan 2014/19](#)
- Transportation and Roads - Staff Travel Plan
- Visit Scotland contract [↗](#) [Visit Scotland](#)
- Discover Inverclyde [↗](#) [Discover Inverclyde](#)
- Regional Transport Strategy 2014/17 [↗](#) [Strathclyde Partnership for Transport - Regional Transport Strategy Delivery Plan 2014/17](#)
- Youth Employment Activity Plan
- Inverclyde Alliance Repopulation Outcome Delivery Plan
- Community Learning and Development 3 Year Plan

- **National Strategies**
- Scotland's Economic Strategy
- All Our Futures: Planning for a Scotland with an ageing population
- Housing (Scotland) Act 2014
- Tourism Scotland 2020

Priority 1 Repopulation: How Will We Measure Our Success?

Issue	Indicator / Source	2014/15	2015/16	2016/17	Short Term Target (1 yr)	Medium Term target (3yr)
Population Growth	Total Population of Inverclyde Annual/Mid-year population estimates https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates	79,890	79,500	79,160		
	Satisfaction with Inverclyde as a place to live. Biennial/Questionnaire/Citizens' Panel	72% (2011)	72% (2014)	75% (2016)		
	Satisfaction with neighbourhoods as a place to live (links to national indicator 28) Biennial/Questionnaire/Citizens' Panel	84% (2011)	85% (2014)	81% (2016)		
	Civilian in-migration Annual/ Components of migration by administrative area: https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2016/list-of-tables	1,376	1,456	1,530		
	Civilian out-migration Annual/ Components of migration by administrative area: https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2016/list-of-tables	1,646	1,592	1,586		
	% of population that are working age (age 16-64) Annual/Mid-year population estimates	62%	62%	62%		

Priority 1 Population: How Will We Measure Our Success?						
Issue	Indicator / Source	2014/15	2015/16	2016/17	Short Term Target (1 yr)	Medium Term target (3yr)
Economic Growth	Improve average gross weekly wages (employees living in Inverclyde) to match or exceed Scottish average Annual/excel spreadsheet/ http://www.nomisweb.co.uk/reports/ Source: ONS annual survey of hours and earnings – resident analysis Inverclyde Scotland	2014 £506.80 £518.60	2015 £519.20 £527.00	2016 £535.00 £536.00		
	Improve the overall employment rate in Inverclyde Annual/ Economically active people in employment figure, expressed as a percentage of the working age population Source: NOMIS Labour Market Profile, Inverclyde https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinact	69.4%	68.2%	71.5%		
	Reduce the percentage of young people 16 to 24 who are unemployed ONS Claimant Count by age. % is number of claimants as a proportion of resident population of the same age (figures shown are from April of the named year) https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinact	2015 3.2%	2016 3.1%	2017 4.3%		
	Reduce the percentage of people in receipt of main out of work DWP benefits. Department for Work and Pensions benefit claimants – working age Percentage = proportion of resident population of area aged 16 – 64 https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinact	2014 16.3%	2015 15.6%	2016 14.7%		
	Reduce the percentage of working age people with no qualifications Source: ONS Annual Population Survey % are for those aged 16-64 https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx	2014 12.7%	2015 13.5%	2016 14.2%		
	Increase the number of business gateway start-ups per 10,000 population	2013/14	2014/15	2015/16		

Priority 1 Population: How Will We Measure Our Success?						
Issue	Indicator / Source	2014/15	2015/16	2016/17	Short Term Target (1 yr)	Medium Term target (3yr)
	(LGBF)	20.8	18.9	19.2		
	Inverclyde Scotland	19.0	18.9	16.9		
	Increase the % survival rate of newly born enterprises after 1 year	2012 92.1%	2013 93.3%	2014 93%		
Tourism	Increase the number of cruise ships and passengers visting Greenock Ocean Terminal. Source: Peel Ports Clydeport	2015 Ships: 56 Passengers: 108,866	2016 Ships: 59 Passengers: 101,550	2017 Ships: 58 Passengers: 103,789		
Our Place Our Future Survey	Increase the average score of residents who feel satisfied with housing and the community in Inverclyde	-	-	2017 4.3		
	Increase the average score of residents who feel satisfied with social interaction in Inverclyde	-	-	2017 4.5		
	Increase the average score of residents who feel satisfied that they have a positive identity and belong in Inverclyde	-	-	2017 4.6		

Priority 2: Inequalities

There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced.

Why is this a priority in our OIP?

Inequality is a consequence of a number of complex factors and as such, no single organisation can address these on its own. Over the course of 2015/16 NHS Health Scotland worked with the Inverclyde Alliance to develop the partnership's understanding of the fundamental causes of health inequality in order for the partnership to develop more effective approaches to tackling inequality. Health inequalities are not inevitable, but are a consequence of social inequality such as poverty, which requires joined up action at a strategic and local level.

Particular issues that are driving inequalities locally include:

Employability

Inverclyde faces significant challenges in terms of tackling the levels of unemployment and inactivity within the area. Unemployment rates and working age key benefit claimant figures both sit above the Scottish average. As at March 2017, 71.5% of Inverclyde's economically active population were in employment compared to 73.4% in Scotland. The number of working age benefit claimants is 5% above the Scottish average. A contributory factor to the area's unemployment and inactivity statistics is the significant proportion of its population living in areas designated as deprived. To help residents move into employment we must improve the skills and confidence of a large proportion of our population. Low paid, short-term, cyclical work features heavily within Inverclyde's labour market which results in short periods of employment, in work poverty and spells on benefits.

Income and Debt Management

The demographics of the Inverclyde population experiencing problems with debt has changed markedly and significantly. Since the UK went into recession and faced the international banking crisis, the profile of those facing serious debt problems has changed. Although the country is now in recovery, there still exists issues with low pay, zero hours contracts, redundancies and the availability of credit and households in Inverclyde are particularly vulnerable with a lower gross annual income than is the Scottish average; £24,543 in Inverclyde compared to £27,260 in Scotland in 2016.

We know that those in low income households have seen their earning grow at a lower rate than the cost of living since the recession and that these households also spend a higher proportion of their income on housing, food, telephone and internet services as well as a premium in the energy market because they are more likely to use pre-payment meters for energy consumption.

The number of sub-prime lenders operating in Inverclyde has continued to rise. This coupled with the increase in availability of sub-prime lenders online has seen an increase in the use of high cost, short term credit.

Fuel Poverty

Fuel poverty is a major issue for thousands of Inverclyde families who are struggling to pay their fuel bills and keep their house warm. 41% of Inverclyde residents are living in fuel poverty (Scottish House Condition Survey 2013-15). A household is described as living in fuel poverty if they are required to spend more than 10% of the household income on fuel, more than 20% equates to extreme fuel poverty. In the face of continuing high fuel prices, increasing numbers of households are falling into fuel poverty. Living in fuel poverty can have a profound effect on a person's quality of life. Illnesses such as influenza, heart disease and strokes are all exacerbated by cold. Cold homes can also promote the growth of health damaging fungi and mould. Less directly, households that have to spend a high proportion of their income on fuel have to compensate in other parts of their household budget. This can lead to poor diet or reduced participation in social, leisure and community activities, which can also impact on health and quality of life.

Child Poverty

Child poverty is a growing issue in Inverclyde. For many children growing up in poverty can mean a childhood of insecurity, underachievement at school, poor health and isolation from their peers. Children who grow up in poverty all too often become the parents of the next generation of children living in poverty. Figures published by the End Child Poverty Campaign in 2016 show that after housing costs more than 1 in 4 children (27.9%) in Inverclyde are living in poverty, an increase of 3.9% on 2012 figures. Research has shown that childhood experiences have a strong bearing on a child's prospects in adulthood. Children that have grown up in poverty have a much higher likelihood of having poorer experiences than those who have grown up in better off households.

Deprivation

The Scottish Index of Multiple Deprivation 2016 shows that 36% of Inverclyde 114 datazones are in the most deprived datazones in Scotland. Levels of deprivation however vary significantly across Inverclyde. The highest levels of deprivation are mainly concentrated in Greenock East and Central, Greenock South West and Port Glasgow. The areas with least deprivation are mostly situated in Wemyss Bay, Inverkip, Gourrock and Kilmacolm.

The effects of inequality are far reaching and outcomes tend to worsen as deprivation levels increase. Some examples of how this has manifested itself in Inverclyde are provided below:

- Average life expectancy is lower than the Scottish average. The life expectancy for males is 75.4 years, 1.7 years lower than the Scottish average. Female life expectancy is 80.4 years, 0.7 years lower than the Scottish average.
- There are stark variations in life expectancy depending on where you live in Inverclyde. A male living in Kilmacolm has a life expectancy of 84.2 years, compared to 70.2 years for a male living in Greenock Town Centre. The life expectancy of a female living in Kilmacolm is 92 years compared to 76.8 years for a female living in Greenock Town Centre.
- In 2014/15, the rate for alcohol related hospital stays was 1073/100,000, which was 60% higher than the Scottish level which was 672/100,000.
- Attainment of our pupils living in the 20% most deprived areas in Inverclyde is lower than the 20% least deprived.
- The rate of emergency hospital admissions in Inverclyde has been higher than the Scotland rate for the last ten years.
- The percentage of the population prescribed drugs for mental health related conditions is higher than the national average.

Mental Health

There is evidence that poor mental health is both a cause and a consequence of social, economic and environmental inequalities. Mental health problems are more common in areas of deprivation and poor mental health is consistently associated with unemployment, less education and low income or material standard of living, in addition to poor physical health.

There is a slightly higher percentage of people in Inverclyde with a mental health condition in comparison with the Scottish average. In Inverclyde 6.4% of the total population had a mental health condition recorded in the 2011 census, the Scottish figure was 4.4%.

Healthy Lifestyles

A person's lifestyle is believed to have a significant effect on their health. Lifestyle factors include diet, obesity and smoking, drinking and drugs, environment, unemployment and exercise. People living in deprived areas are more likely to not have a healthy lifestyle and this contributes to the healthy inequality experienced by these groups. In addition, higher levels of deprivation are associated with increased likelihood of obesity in both adults and children.

Obesity is an issue in Inverclyde. In 2015/16 the percentage of children in primary 1 in Inverclyde at risk of being overweight was slightly higher than the Scottish average. In addition, the prevalence of maternal obesity in Inverclyde is higher than the average across NHS Greater Glasgow and Clyde. In Inverclyde HSCP in year 2013/2014, twenty-six point five percent (26.5%) of pregnant females were obese and in NHS Greater Glasgow and Clyde, only twenty-two point two percent (22.2%) of pregnant females were obese.

Older People

People aged 60 and over make up 26.8% of Inverclyde's population. This is proportionately larger than the Scottish average, where 24.4% were estimated to be aged 60 and over. The most significant population increase in Inverclyde is projected for the age group 75 and over with an estimated increase of 67.7% by 2039. This will have a major impact on the public sector services most frequently used by this section of the population such as Health and Social Care. The rate of homecare per 1,000 population is already higher in Inverclyde than the Scottish rate. For example, in 2016 the rate of homecare per 1,000 population in Inverclyde was 15.94, higher than the Scottish rate of 11.13.

Older people living in Inverclyde are particularly affected by fuel poverty. Across Scotland the household type affected most by fuel poverty is older households (49%). This is reflected in Inverclyde but with a greater proportion (60%) of older households in fuel poverty.

The prevalence rates for older people with dementia aged 65+ is approximately 10% of the older population and an anticipated 30% for people aged over 80. In Inverclyde it is anticipated that there will be an increase of 10% of those aged 85-89 years with dementia and a 26% increase in those aged 90 or above as the demographic picture changes. (Source: Inverclyde Dementia Strategy November 2013)

There has been a steady increase year on year in the number of emergency hospital admissions per 100,000 population (65+). There were 25,064 admissions in 2004/05 and this has steadily risen each year to 29,907 in 2014/15. The rate of emergency admissions for those aged 65 and older per 100,000 is higher in Inverclyde than the Scottish average.

Older adults are at increased risk of being socially isolated or lonely. By the time people reach their 80s, the majority live on their own, mostly because of widowhood. This is particularly the case for older women who are more likely to be widowed than older men. Older people's social networks often get smaller for other reasons as well – children may have moved away, along with grandchildren, and aging siblings and friends may have died. Loneliness is also prevalent among older adults.

Studies show that acute loneliness and social isolation can impact gravely on wellbeing and quality of life, with demonstrable negative health effects. Being lonely has a significant and lasting negative effect on blood pressure. It is also associated with depression (either as a cause or as a consequence) and higher rates of mortality. Efforts to reduce social isolation are likely to have positive outcomes for wellbeing and mortality rates.

Older people are also at greater risk of death or injury caused by fire in the home and it is predicted that deaths and injuries from fire will rise in proportion to the increases in the numbers of older people.

Members of Inverclyde's Citizen's Panel (82%) believe that supporting older people should be included in the Inverclyde Outcomes Improvement Plan. They told us that we should focus our attention on addressing issues such as social isolation, transport and parking, personal safety and healthcare provision.

What have communities told us?

Feedback from Inverclyde's Citizens' Panel:

- Finance and lack of resources were examples given by the Citizens' Panel as the main challenges

and barriers to achieving positive outcomes in Inverclyde; increases in Council Tax and reductions in public funding, together with the downturn in the UK economy, were all mentioned by respondents.

- Members of the Citizens' Panel told us that supporting older people in Inverclyde is a key topic; when asked what the main issues were for older people in the local area, the main themes which emerged were social isolation; transport and parking; personal safety; and healthcare provision.
- In terms of social isolation, Panel members said they valued having places to go and meet others, with the aim of keeping their minds active; for example, clubs which provide social, mental and physical activities. However, respondents also said that older people often feel overlooked, adding that their opinions should count and be valued.

Feedback from the Our Future Our place Survey:

- Many families are unable to take part in play and recreational activities as the activities on offer are too expensive. In particular, respondents highlighted that they find the cost of gym and leisure facilities too expensive.
- A large number of respondents commented in there not being enough good quality, well paid job opportunities available locally. Zero hour contracts were mentioned by a significant number of people as being particularly negative.
- The young people that attended the #Clyde Conversations 1 conference told us that they would like more work to be done on the cost of the school day for families on low incomes.

What are the key issues we need to tackle?

Employment – is central to reducing the inequalities experienced by the poorest members of our communities. Addressing unemployment rates, equipping people with the skills and confidence they need to participate in the labour market and creating better paid, long term jobs will all help to tackle this issue.

Meeting the needs of older people - There are a range of issues we need to address in order to meet the needs of a growing elderly population. This includes interventions and activities aimed at reducing social isolation and loneliness; supporting older people to be as independent as possible; ensuring that they are safe in their homes; enabling older people to contribute to their communities and public life; and creating a 'Dementia Friendly Inverclyde' with everyone from public sector organisations, to the local communities and amenities, sharing part of the responsibility for ensuring that people with dementia feel understood, valued and able to contribute to their community.

Children and families – In order to create a better life for children and their families we need to intervene early and break inter-generational cycles of deprivation and disadvantage. From ante-natal support and breastfeeding advice to parenting programmes and early year's education, it is important that we get involved from the first years of a child's life. This will help us to catch problems early, stop them from getting worse, or prevent them from happening. The use of a whole family approach, with the child's needs at the centre will help us to identify what support families need.

Reducing child poverty – in order to reduce the number of children that are growing up in poverty we need to tackle the root causes which are unemployment, low earnings and educational failure. This means increasing employment opportunities and household income, providing parenting support programmes and high quality early years, primary, secondary and post 16 learning to reduce the attainment gap.

Health Inequalities - There is a growing understanding of the role that 'place' plays in influencing individuals' and families' levels of exposure to health risks, as well as their chances and opportunities for being healthy. Area based approaches to community regeneration such as 'Getting it Right for Broomhill' are deemed to be more effective strategies for tackling health inequalities. Locality planning will enable us

to implement more place based approaches and focus on communities that require targeted action.

Fuel Poverty – We need to target vulnerable households to help them to reduce their fuel costs and make their homes more energy efficient. Tackling fuel poverty is vital in order to help families maximise their incomes.

What early intervention and preventative spend approaches are we deploying?

- Inverclyde was named as one of the original seven local authorities to receive money for the Attainment Challenge. The rationale behind the choice of authorities was the highest proportion of pupils in SIMD 1 and 2 in primary schools. The aim of the Attainment Challenge is to close the attainment gap linked to deprivation. Inverclyde's vision for the Attainment Challenge is to develop practice which is both effective and sustainable through upskilling our permanent workforce as a result of training, coaching and modelling. Evaluations are very positive and early results show significant progress.
- Inverclyde has received almost £2.5 million of extra funding from the Pupil Equity Funding Scheme. For each child in a publicly funded primary or secondary school who is eligible and registered for free school meals, the school will receive £1,200. Examples of the additional provision that schools are putting in place to reduce the poverty related attainment gap include; additional teaching support, counselling services; extra ICT; support for pupils to attend extra-curricular activities.
- The Healthier Wealthier Children project aims to maximise the income of pregnant women and families with children under the age of five.
- A family support programme has been developed in Broomhill to enable agencies to identify a better way of providing support to those who most need it to enable them to experience better outcomes, and to engage with their communities and services.
- We have established lunch clubs which offer family learning and free meals over the school Easter and summer holidays. Families have access to school family support workers, arts, crafts, Bookbug sessions and family cooking. Children are also encouraged to take part in the Inverclyde Libraries Summer Reading Challenge. The lunch clubs have proved to be hugely successful.
- Inverclyde Home Energy Advice team was established to provide face-to-face energy advice to all Inverclyde residents.

What will be different for communities in 10 years?

Although this Plan covers the period 2017/22, the Partnership appreciates that due to the complexity of tackling these issues, improvements in outcomes for residents will not be fully evident until the longer term. The outcomes that we expect to have achieved in 10 years include:

- There will be an increase in employment rates with more well-paid, permanent jobs available.
- There will be a reduction in the number of Inverclyde residents experiencing problems with debt.
- The number of Inverclyde residents living in fuel poverty will be reduced.
- There will be a reduction in the number of children living in poverty.
- There will be a reduction in the attainment gap with an increase in the attainment of pupils living in the 20% most deprived areas in Inverclyde.

- The life expectancy of males and females living in the 20% most deprived areas in Inverclyde will increase.
- A reduction in social isolation and loneliness amongst older people will result in improved physical and mental health.

What local outcomes will this local priority help to achieve?

Healthy: Encouraging physical activity amongst children will help to reduce childhood obesity, while sustaining and developing local health improvement programmes will improve healthy life expectancy.

Achieving: supported by Attainment Challenge funding, we will aim to close the attainment gap that is linked to deprivation.

Nurtured: delivery of services for older people and the continuation of ‘Dementia Friendly Inverclyde’ will ensure they are supported and nurtured within their own communities.

Included: we will further develop our response to feedback from the community which told us that they were concerned about social isolation experienced by older people in Inverclyde.

What national outcomes will this local priority help to achieve?

2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed
6. We live longer healthier lives
7. We have tackled the significant inequalities in Scottish society
8. We have improved the life chances for children, young people and families at risk.
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.

What plans, strategies and initiatives support this priority?

- Port Glasgow Locality Plan
- Greenock East and Central Locality Plan
- Greenock South and South West Locality Plan
- Inverclyde Single Operating Plan [Inverclyde Single Operating Plan](#)
- Inverclyde Health and Social Care Partnership Strategic Plan [Inverclyde HSCP Strategic Plan](#)
- Inverclyde Community Justice Outcomes Improvement Plan [Inverclyde Community Justice Outcomes Improvement Plan](#)
- Inverclyde Health and Social Care Partnership Development Plan
- Inverclyde Arts Strategy: A Vision for a Creative Inverclyde
- Choose Life Strategy
- Inverclyde HSCP Tobacco Action Strategy 2016 [Tobacco Strategy 2016](#)

- Inverclyde Alcohol and Drug Partnership Strategic Commissioning Intentions 2015/18
- River Clyde Homes Business Plan 2014/19 [River Clyde Homes Business Plan 2014/19](#)
- All Registered Social Landlords' Business Plans
- Inverclyde Leisure Business Plan/Strategy [Inverclyde Leisure](#)
- Inverclyde Financial Inclusion Strategy
- A Framework for Sport in Inverclyde [A Framework for Sport](#) (agenda item 6)
- Inverclyde Integrated Children's Services Plan
- Inverclyde Local Housing Strategy
- Inverclyde Council Equality Outcomes Improvement Plan 2017/21 [Inverclyde Council Equality Outcomes Improvement Plan 2017/21](#) (agenda item 13)
- Inverclyde Dementia Strategy and Dementia Friendly Inverclyde [Dementia Friendly Inverclyde](#)
- Community Learning and Development 3 Year Plan
- Inverclyde Local Development Plan 2014

National Strategies

- Community Empowerment (Scotland) Act 2015
- Achieving a Sustainable Future: Regeneration Strategy, 2011
- The Child Poverty Strategy for Scotland: Our approach 2014-2017
- Child Poverty (Scotland) Bill
- Children and Young People (Scotland) Act 2014
- Getting it right for every child
- Education (Scotland) Act 2016
- Mental Health Strategy for Scotland
- Opportunities for All: Supporting all young people to participate in post 16 learning, training or work
- Developing the Young Workforce – Scotland's Youth Employment Strategy
- Reshaping care for Older People: A Programme for Change 2011-2021
- All Our Futures: Planning for a Scotland with an ageing population
- Scotland's National Dementia Strategy
- Refreshed Adult Literacy and Numeracy Strategy to 2020
- Changing Scotland's relationship with alcohol: A framework for Action 2009
- The Road to Recovery: A new approach to tackling Scotland's drug problem 2008


Priority 2 Inequalities: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term target (3 year)
Children and Young People	Reduce the percentage of children that are living in poverty http://www.endchildpoverty.org.uk/	2011 24%	2013 25.6%	2015 27.9%		
	Close the educational attainment gap: Average total tariff scores for pupils from SIMD areas compared to the overall average total tariff scores <ul style="list-style-type: none"> SIMD Quintile 1 SIMD Quintile 2 SIMD Quintile 3 SIMD Quintile 4 SIMD Quintile 5 Overall average total tariff Local Government Benchmarking Framework	2013/14 559 675 903 1,105 1,211 770.8	2014/15 623 820 920 1,080 1,232 836.76	2015/16 681 843 923 1,140 1,346 888.55		
	Reduce the attainment gap between the highest and lowest achieving 20% as measured by tariff scores Lowest 20% Highest 20%	2014 216 1,679	2015 219 1,787	2016 223 1,798		
	Increase the percentage of our Looked After Children who achieved SVQ level 3 or better in English and Maths by the end of S4	76.9%	79.1%			
	Increase the percentage of Looked After Children who achieved at least one qualification at SVQ level 3 or better in current diet for examinations	91%	93%			
	Reduce exclusion rates per 1,000 school pupils for: I. All Children	Primary 2.4	Primary 1.3			

Priority 2 Inequalities: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term target (3 year)
	II. Children who are Looked After and Accommodated Source: Education Services	Secondary 39.1 Primary 60.6 Secondary 232.3	Secondary 19.1 Primary 34.9 Secondary 247.2			
	Destinations for young people: Annual Participation Measure for 16-19 year olds Inverclyde Council/Skills Development Scotland	available from 2016	2016 91.2%	2017 91.9%		
	Increase the % participation rate of young people from SIMD 1 and 2					
	Increase provision of meals provided during school holidays to children who are entitled to free school meals (<i>information requested</i>)					
	Reduce the percentage of young people 16 to 24 who are unemployed ONS Claimant Count by age. % is number of claimants as a proportion of resident population of the same age (figures shown are from April of the named year) https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinact	2015 3.2%	2016 3.1%	2017 4.3%		
	Young People with more than one referral to the Early and Effective Intervention co-ordinator	42	57	10		
Economy	Reduce the percentage of the population with no qualifications NOMIS https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabquals	2014	2015	2016		

Priority 2 Inequalities: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term target (3 year)
Economy	Inverclyde Scotland	12.7% 9.4%	13.5% 9%	14.2% 9.9%		
	Reduce the percentage of Inverclyde's datazones that fall into the 15% most deprived in Scotland (national share) <i>Scottish Government</i> http://www.gov.scot/Topics/Statistics/SIMD/analysis/councils	2009 4.3%	2012 4.5%	2016* 4%		
	Percentage the percentage of Inverclyde datazones that are in the 15% most income deprived in Scotland (national share) <i>Scottish Government</i> http://www.gov.scot/Topics/Statistics/SIMD/analysis/councils	2009 4.1%	2012 4%	2016* 3.7%		
	Reduce the percentage of Inverclyde datazones that are in the 15% most employment deprived in Scotland (national share) <i>Scottish Government</i> http://www.gov.scot/Topics/Statistics/SIMD/analysis/councils	2009 4.3%	2012 4.3%	2016* 3.7%		
	Reduce the percentage of people in receipt of main out of work DWP benefits. Department for Work and Pensions benefit claimants – working age Percentage = proportion of resident population of area aged 16 – 64 https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx#tabeinact	2014 16.3%	2015 15.6%	2016 14.7%		
	Living Wage: increase the number of employers paying the Living Wage  Scottish Living Wage Accreditation	-	-	2017 13 (September 2017)		
	Increase the gross weekly pay for full time employees living in the area Inverclyde Scotland	2014 £506.80 £519.60	2015 £519.20 £527.00	2016 £535.00 £536.00		

Priority 2 Inequalities: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term target (3 year)
	Reduce the percentage of workless households in Inverclyde NOMIS https://www.nomisweb.co.uk/reports/lmp/la/1946157422/report.aspx	2014 22.1%	2015 26.6%	2016 25.1%		
	Increase the percentage of residents with internet access at home					
Health	Life expectancy at birth (males and females) in most deprived (MD) and least deprived (LD) areas National Records of Scotland, Life Expectancy in Scottish Council areas split by deprivation (2011/15) https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/life-expectancy/life-expectancy-in-scottish-areas/life-expectancy-in-scottish-council-areas-split-by-deprivation/2011-15	2008/12 Male LD 74.7 years Male MD 68.6 years Female LD 80.2 years Female MD 76 years	2009/13 Male LD 75 years Male MD 68 years Female LD 80.8 years Female MD 76.6 years	2011/15 Male LD 76.3 years Male MD 68.5 years Female LD 80.9 years Female MD 77 years		
	Reduce the rate of emergency admissions to hospital (per 100,000 people) <div style="text-align: right;">Inverclyde Scotland</div>	2011/12 12,460 10,090	2012/13 11,847 10,130	2013/14 12,727 10,215		
	Reduce the estimated prevalence of drug misuse ISD <div style="text-align: right;">Inverclyde Scotland</div> http://www.isdscotland.org/Health-Topics/Drugs-and-Alcohol-Misuse/Drugs-Misuse/Prevalence-of-Problem-Drug-Use/	2009/10 2.61% 1.71%	2012/13 3.2% 1.68%	2015/16 figs currently being produced		
	Reduce the alcohol mortality rate in Inverclyde (per 100,000 people) <div style="text-align: right;">Inverclyde Scotland</div>	2012 27.9 21.2	2013 22.5 21.4	2014 38.9 22.2		

Priority 2 Inequalities: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term target (3 year)
Housing	Reduce the percentage of all dwellings in Inverclyde that fail to meet the Scottish Housing Quality Standard http://www.gov.scot/Topics/Statistics/SHCS/keyanalyses/LAtables2015	-	2012/14 54%	2013/2015 56%		
	% of dwellings in Inverclyde with an energy efficiency rating of F or G http://www.gov.scot/Topics/Statistics/SHCS/keyanalyses/LAtables2015 Inverclyde Scotland	2011/13	2012/14 2% 4%	2013/15 2% 3%		
	Reduce the percentage of households estimated to be in fuel poverty in Inverclyde http://www.gov.scot/Topics/Statistics/SHCS/keyanalyses/LAtables2015 Inverclyde Scotland	2011/13 38% 36%	2012/14 43% 35%	2013/15 41% 34%		
Our Place Our Future Survey	Increase the average score of residents who feel satisfied that they have a sense of influence and control in Inverclyde	-	-	2017 4.1	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied with work and the local economy in Inverclyde	-	-	2017 4.0	Survey will take place again in 2020	

Priority 3: Environment, Culture and Heritage

Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.

Why is this a priority in our OIP?

Inverclyde's natural environment is undoubtedly one of the area's biggest assets with spectacular surrounding countryside and views across the Firth of Clyde. The environment is important to local residents and it is often cited in public consultations as being what people like most about living in Inverclyde. We need to utilise our greatest asset to create a place that enables our communities to live safe, healthy and sustainable lifestyles, whilst at the same time protecting and enhancing the environment for future generations. In order to achieve this there are a number of issues that the Community Planning Partnership needs to focus on.

There is evidence that local residents find it difficult to get around Inverclyde and to access public transport. For example, 26% of respondents to the Our Place Our Future survey told us that public transport was not meeting their needs. Residents are unable to access certain parts of Inverclyde because there is no public transport provision available. It is vital that Inverclyde has accessible and affordable public transport to enable residents to access employment, health services, visit friends and enjoy an active social life. It is also important for the local economy and means fewer car journeys thus reducing carbon emissions.

Improving the built environment for our communities will create a place where everyone can enjoy both a quality local environment and a healthy and active lifestyle. To enhance the built environment we need to address the issue of derelict land. The percentage of derelict land has increased from 17% to 51% in 2016. 80% of the increase in derelict land relates to two large sites, the Former Inverkip Power Station site and Valley Park, Spango Valley, being identified as derelict.

The environment has a vital role to play in enabling local communities to lead healthy and active lifestyles. We want to encourage more individuals and families across Inverclyde to increase their physical activity through sustained positive changes to both their lifestyle and natural environment. The majority of individuals living and working within Inverclyde are not physically active enough to benefit their health. This reduction in activity levels has taken place over a number of years and can be attributed to various factors ranging from increased car use to the very design of our local communities. Only four in ten (39%) adults met the current physical activity recommendations and just over a third (35%) of secondary school pupils meet the target of taking 60 minutes or more of physical activity on five or more days per week. (Inverclyde Child and Youth Health and Wellbeing Survey 2013).

There is evidence that contact with the natural environment can benefit children a great deal. For example, children living in close proximity to natural environments are more likely to be lighter in weight and be more physically active. Children who live close to green spaces have higher levels of physical activity. (UCL Institute of Health Equity)

The natural environment has also been known to provide a number of mental health benefits, such as reduced stress and anxiety, improvements in mood and concentration, as well as relaxation and escape. (UCL Institute of Health Equity)

We want Inverclyde to have a positive identity and for all residents to feel that they belong to the area and have a sense of pride in it. While local communities have told us that they feel proud to be from Inverclyde, they have also told us that there is more that we could do in order to help people to engage in their local community and address the negative image that a lot of people from out-with Inverclyde have of the area. Young people in particular don't feel that they have a strong sense of identity and belonging and this is an area that we need to tackle to stop them from leaving the area.

Ensuring that all residents feel safe in their local environment is vital in creating a place where people want to live.

Poorer people are more likely to live in more deprived neighbourhoods and there is evidence that the more deprived the neighbourhood, the more likely it is that environmental characteristics will present risks to health, for example, poor housing, higher rates of crime, poorer air quality, a lack of natural space and places for children to play and more risks to safety from traffic. Evidence also suggests that environmental factors contribute to premature death and have been linked to heart disease, cancer and strokes. (UCL Institute of Health Equity)

There is also evidence that income-related inequality in health is affected by exposure to green space. Those living in the most deprived areas are 10 times less likely to live in the greenest areas. People who live closer to green spaces tend to live longer than those with no green space. Given that 41 (36%) of Inverclyde's 114 datazones are in the 15% most deprived datazones in Scotland, improving access to green space would improve the health and well-being of the population of Inverclyde.

Green space is associated with:

- A decrease in health complaints, eg blood pressure and cholesterol,
- Improved mental health and reduced stress levels,
- Perceived better general health, and
- The ability to face problems.

Inverclyde has a rich cultural, industrial and natural heritage with the history of the area steeped in centuries of maritime and industrial endeavour. In addition, we have excellent arts and cultural facilities such as Newark Castle, the Beacon Theatre and the McLean Museum and Art Gallery. The historic McLean Museum and Art Gallery are widely considered to be one of the best municipal museums in Scotland for the outstanding collections of art, local heritage, technology and culture.

There is an opportunity to capitalise on our strong cultural heritage to help build diverse communities and improve the quality of life of Inverclyde residents. Not only that, but art and culture can also be used to inspire our education system, boost our economy and make the area more attractive as a place to live, work and visit.

There is evidence that cultural engagement by adults in Inverclyde is slightly lower than the Scotland wide figure. For example, in 2015, 90% of adults in Inverclyde engaged in culture, compared to 92% across Scotland. (Scottish Household Survey 2015). This indicates that there is potential to improve the wellbeing of the population of Inverclyde by increasing participation in culture.

The Scottish Household Survey found that the most popular form of cultural participation is reading for pleasure. In Inverclyde, the libraries branch network includes 6 public libraries, one in each town or village in the area and a local history and heritage library.

The strong arts and culture scene that exists in Inverclyde can also be used to address environmental issues and create an attractive place that people want to live in. For example, engaging artists and communities in work around physical infrastructure, restoration and remediation of sites would help in our efforts to enhance the built environment. The creative portrayal of Inverclyde's natural surroundings could be used not only to promote green tourism and infrastructure but also renewable energy schemes and residential opportunities that draw people to move into an area.

What have communities told us?

When we asked members of the Citizen's Panel what they liked most about living in Inverclyde, the top three responses were: environment – countryside and coast (64%); location (54%); and good transport linkages (38%).

The environment emerged as an area that many local people are concerned about. Significant investment is required to make the built environment more attractive, particularly derelict buildings and open spaces that are being used for fly tipping. A large number of respondents expressed their concern regarding the upkeep of derelict buildings and the number of run down factories and buildings in some local areas.

Public transport and getting around Inverclyde was highlighted as a particular issue for many Inverclyde residents. 26% of respondents to the Our Place Our future survey said public transport was not meeting their needs. This is due to bus services being too expensive and there being poor provision in the evenings and at weekends in certain areas. Many residents are dissatisfied that access to certain areas in Inverclyde is not possible by public transport.

In addition, members of the Citizen's Panel told us that transport and getting out and about can be an issue, particularly for older people and those living in the West End of Greenock and in more rural parts of Inverclyde.

In March 2016, the Scottish Government in partnership with Riverside Inverclyde and Inverclyde Council commissioned a Greenock town centre Charrette. This process, brought the role of Arts and Creativity into the foreground of several discussions, particularly around the use of space, vibrancy and feel of the town centre. It was clearly recognised as a key factor in the regeneration of Greenock's town centre.

When we asked members of the Citizens' Panel what they thought were the main challenges and barriers for achieving positive outcomes in Inverclyde, a recurring theme was 'community spirit and attitude'. Respondents felt that local people had a lack of belief in the area and that they should be given a reason or hope to live here. The Panel felt steps should be taken to engage people who are disillusioned and make them proud to live in Inverclyde; encouragingly, respondents felt this was achievable.

What early intervention and preventative spend approaches are we deploying?

We have an Active Living Strategy which aims to encourage more individuals and families across Inverclyde to increase their physical activity through sustained positive changes to both their lifestyle and natural environment.

We have established an Environmental Network for local environmental community groups to come together, to support and develop community projects and to respond to the development of locality planning within the Community Planning Partnership.

Inverclyde Place Partnership was established in 2014 as a partnership between Creative Scotland and Inverclyde Council. Its aim is to develop the arts to make Inverclyde a more attractive place for visitors, a more inspiring place to live and a more enriching place to work and do business. Inverclyde Place Partnership primarily seeks to support grass-roots, professional arts activity, building capacity in artists and art organisations, developing and supporting partnerships with Community Planning partners and producing a range of inspiring arts events that nurture a positive identity for Inverclyde. The Place Partnership has also led on the development of an arts and creativity strategy for Inverclyde. This is in the final draft stage.

We established Inverclyde's Heritage Hub as a centre for local archives, local history, genealogical research, old photographs and newspapers. In addition the Heritage Hub has displays of objects connected with local history.

Belville Community Garden is a community growing project that uses a piece of land that the community fought to protect. The purpose of the project is to reconnect people with their environment through horticultural, woodland and creative initiatives.

Getting it Right for Broomhill uses a 'Total Place' approach to regeneration and community development in Broomhill. It uses an asset based approach around a locality, using co-production as a way of engaging with communities to effectively co-produce an agreed set of outcomes and activities.

What are the key issues we need to tackle?

Providing accessible and affordable public **transport** that meets the needs of Inverclyde residents is vital if we are to create a well-connected environment where local people find it easy to access employment and health and leisure services.

We need to reduce the amount of **derelict land** in Inverclyde in order to improve the built environment for our communities. This will also contribute to the regeneration of neighbourhoods, create employment opportunities and improve the image of the area.

Healthy active lifestyles – we want to encourage more individuals and families across Inverclyde to increase their physical activity.

Increase access to **green space**, especially amongst children and those living in our poorest communities.

Biodiversity - Through development pressure, agricultural activities and land management practices, there is a risk that habitats and species can become isolated, disconnected and subsequently reduced in value. By careful management, monitoring and the adoption of good practice, this trend can be reversed both in rural areas and the built up area.

Identity and belonging – running a campaign to increase pride in Inverclyde will help to promote a sense of identity and belonging amongst Inverclyde residents and particularly young people. This also has the potential to reduce the number of young people leaving the area.

Promoting and enhancing our **culture and heritage** will help to improve the wellbeing of Inverclyde residents and create an attractive environment for people who live, work and visit Inverclyde. Arts and cultural activity is used to engage with children and citizens from across Inverclyde, and can drive regeneration, communicate an innovative and unique identity for Inverclyde and promote wellbeing by being accessible for all.

There is growing concern amongst the public about large gatherings of young people, even where no anti-social behaviour is taking place. We have however identified a particular issue of **deliberate fire raising** amongst young people. Effective engagement with young people is required to ensure that they are kept safe and that residents also feel safe in their local community.

What will be different for communities in 10 years?

Although this Plan covers the period 2017/22, the Partnership appreciates that due to the complexity of tackling these issues, improvements in outcomes for residents will not be fully evident until the longer term. The outcomes that we expect to have achieved in 10 years include:

- Public transport will be more accessible and it will be easier to get around Inverclyde.
- The amount of derelict land will be reduced and the land used for alternative uses that will benefit local communities.
- Adults and children living in Inverclyde will be more physically active.
- All Inverclyde residents will have pride in Inverclyde and a sense of identity and belonging to the area.
- There will be increased attendance at cultural events and places of culture.
- Those living in our most deprived communities will enjoy greater access to green space.

- The local Green Network will be improved, offering better opportunities for communities and creating enhanced habitat connections.

What local outcomes will this local priority help to achieve?

Safe: we will aim to reduce the number of deliberate fire raising incidents among young people. Not only will this help to make people feel safe in their local neighbourhood, it will also reduce the resultant environmental damage from smoke and fire gases.

Healthy: improving access to greenspace and encouraging our citizens to become more active will have positive physical and mental health benefits.

Active: we will encourage more people to increase their levels of physical activity via sustained positive changes to both their lifestyle and natural environment, for example, by utilising the green space in their local neighbourhood.

Responsible: we will take steps to reduce the amount of derelict land with the aim of improving the quality of the built environment for local citizens. This action will also contribute to the regeneration of Inverclyde, as well as helping to support the creation of employment opportunities and helping to improve the image of the local area.


Included: Arts and cultural activity is accessible to all and will be used to engage communities in regeneration (as has been carried out in Broomhill in the Art Flat), opening up opportunities to a wider range of people.

What national outcomes will this local priority help to achieve?

1. We live in a Scotland that is the most attractive place for doing business in Europe.
6. We live longer, healthier lives.
9. We live our lives safe from crime, disorder and danger.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We value and enjoy our built and natural environment and protect and enhance it for future generations.
14. We reduce the local and global environmental impact of our consumption and production.

What plans, strategies and initiatives support this priority?

Plans, strategies and initiatives which support this outcome

- HECA
- River Clyde Homes Business Plan  [River Clyde Homes](#)
- Inverclyde Carbon Management Plan 2012/17
- Community Safety Strategy
- Waste Strategy
- Inverclyde Core Paths Plan 2009
- Glasgow and Clyde Valley Green Network

- Inverclyde Council Green Charter [Green Charter](#)
- Greenspace Strategies
- Local Transport Strategy
- Local Biodiversity Action Plan [Biodiversity](#)
- River Basin Management Plan
- Transportation and Roads – Inverclyde Council: Staff Travel Plan (to be rolled out to partners)
- Regional Transport Strategy 2014/17 [Strathclyde Partnership for Transport - Regional Transport Strategy Delivery Plan 2014/17](#)
- Inverclyde Council Corporate Asset Management Strategy 2016/18 [Corporate Asset Management Strategy 2016/18](#) (agenda item 20)
- Schools Estate Management [School Estate Management](#)
- Strategic Environmental Assessments
- Local Air Quality Management – Review and Assessment Process
- Greenspace [Greenspace](#)
- Scotland's Climate Change Declaration [Scotland's Climate Change Declaration](#)
- Community Safety Partnership [Community Safety Partnership](#)
- Inverclyde Local Access Forum
- Youth behaviour intervention and education programme - 'New Horizons'
- Third Sector Delivery/Community Activity
- Active Living Strategy
- Inverclyde Open Space Audit 2015
- Community Learning and Development 3 Year Plan

- **National Strategies**

- Community Empowerment (Scotland) Act 2015
- Physical Activity Implementation Plan: A more active Scotland 2014
- Scottish Planning Policy
- Creating Places: A policy statement on architecture and place for Scotland 2013
- Play Strategy for Scotland: Our Action Plan

Priority 3 Environment, Culture and Heritage: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term Target (3 year)
Neighbourhood Perception	Community safety and neighbourhood perception: % of respondents either satisfied or very satisfied with their neighbourhood as a place to live Inverclyde Council's Citizens' Panel	2014 85%	2015 measured every 2 years	2016 81%	2018 85%	
	Increase in the % of people who feel safe: % of people who noticed a reduction in anti-social behaviour in the past 12 months Inverclyde Council's Citizens' Panel	2011 10%	2014 13%	2016 33%		
	Customer feedback and influence: % residents satisfied that they can influence decisions affecting the local area Inverclyde Council's Citizens' Panel	2012 38%	2014 47%	2016 37%		
Physical Activity	Increase in the % of people cycling: % of Inverclyde households with access to one or more bikes for private use Annual Cycling Monitoring Reports	March 2015 28.3%	February 2016 28.9%	February 2017 25.9% (bottom 5 in Scotland)		
	Reduce the number of inactive people in Inverclyde: % of Inverclyde residents participating in sport/similar activity at least every two weeks Inverclyde Council's Citizens' Panel	2012 57%	2014 51%	2016 60%	2018 63%	
Built Environment	Reduce the amount of local vacant and derelict land and buildings: <ul style="list-style-type: none"> • Vacant land • Vacant land and buildings 	92.57 ha 43.11 ha 27.87 ha	76.81 ha 1.58 ha 81.77 ha	74.73 ha 0.45 ha 80.78 ha		

Priority 3 Environment, Culture and Heritage: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term Target (3 year)
	<ul style="list-style-type: none"> • Derelict land • Total Inverclyde Council	163.55 ha	160.16 ha	155.96 ha		
	CO₂ emissions within the scope of influence of the local authority, per capita www.gov.uk	2013 5.4 CO ₂ tonnes	2014 4.7 CO ₂ tonnes	2015 4.5 CO ₂ tonnes		
	Reduce instances of deliberate fires and the resultant environmental damage from smoke and fire gases: <ul style="list-style-type: none"> • Number of deliberate primary fires • Number of deliberate secondary fires 	2015 17 168	2016 15 352	2017 12 284		
	% of household waste composted and recycled Inverclyde Council	56%	54.4%	53.3%	2017/18 55.3%	
	Cleanliness score: street cleanliness - the cleanliness index achieved following inspection of a sample of streets and other relevant land Inverclyde Performs	93.7%	94.4%	94.3%		
Outdoor space	Green space – walking distance to the nearest green space by 20% most deprived SIMD area: <ul style="list-style-type: none"> • In 5 minutes • 6-10 minutes • 11 minute walk or more • Don't know Annual Scottish Household Survey http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde	2014 49% 23% 26% 2%	2015 60% 26% 11% 3%			

Priority 3 Environment, Culture and Heritage: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term Target (3 year)
	<p>Outdoor visits - frequency of visits made to the outdoors by residents from 20% most deprived SIMD areas:</p> <ul style="list-style-type: none"> Once or more times a week At least once a month At least once a year Not at all <p>Annual Scottish Household Survey 2015 http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde</p>	<p>2014</p> <p>47%</p> <p>13%</p> <p>15%</p> <p>25%</p>	<p>2015</p> <p>56%</p> <p>13%</p> <p>14%</p> <p>16%</p>			
	<p>Satisfaction levels with nearest green space in Inverclyde: % residents that are satisfied / very satisfied</p> <p>http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde</p>	<p>2014</p> <p>65%</p>	<p>2015</p> <p>70%</p>	Not available		
	<p>Satisfaction levels with nearest greenspace in Inverclyde: % of residents in most deprived 20% that are satisfied / very satisfied</p> <p>http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde</p>	<p>2014</p> <p>58%</p>	<p>2015</p> <p>64%</p>	Not available		
	<p>Green Network indicator</p> <ul style="list-style-type: none"> Number of households living within 400m actual walking distance of a useable greenspace. The degree to which greenspaces are connected to each other as well as greenspaces. 	TBC	TBC	TBC	TBC	TBC
Biodiversity	<p>The number of planning applications that sought consultations for biodiversity issues.</p>	Awaiting Data	Awaiting Data	Awaiting Data		
Culture	<p>Cultural engagement by adults in the last 12 months</p> <p>Annual Scottish Household Survey http://www.gov.scot/Topics/Statistics/16002/LAtables2015/Inverclyde</p>	<p>2014</p> <p>90%</p>	<p>2015</p> <p>90%</p>	Not available		

Priority 3 Environment, Culture and Heritage: How Will We Measure Our Success?

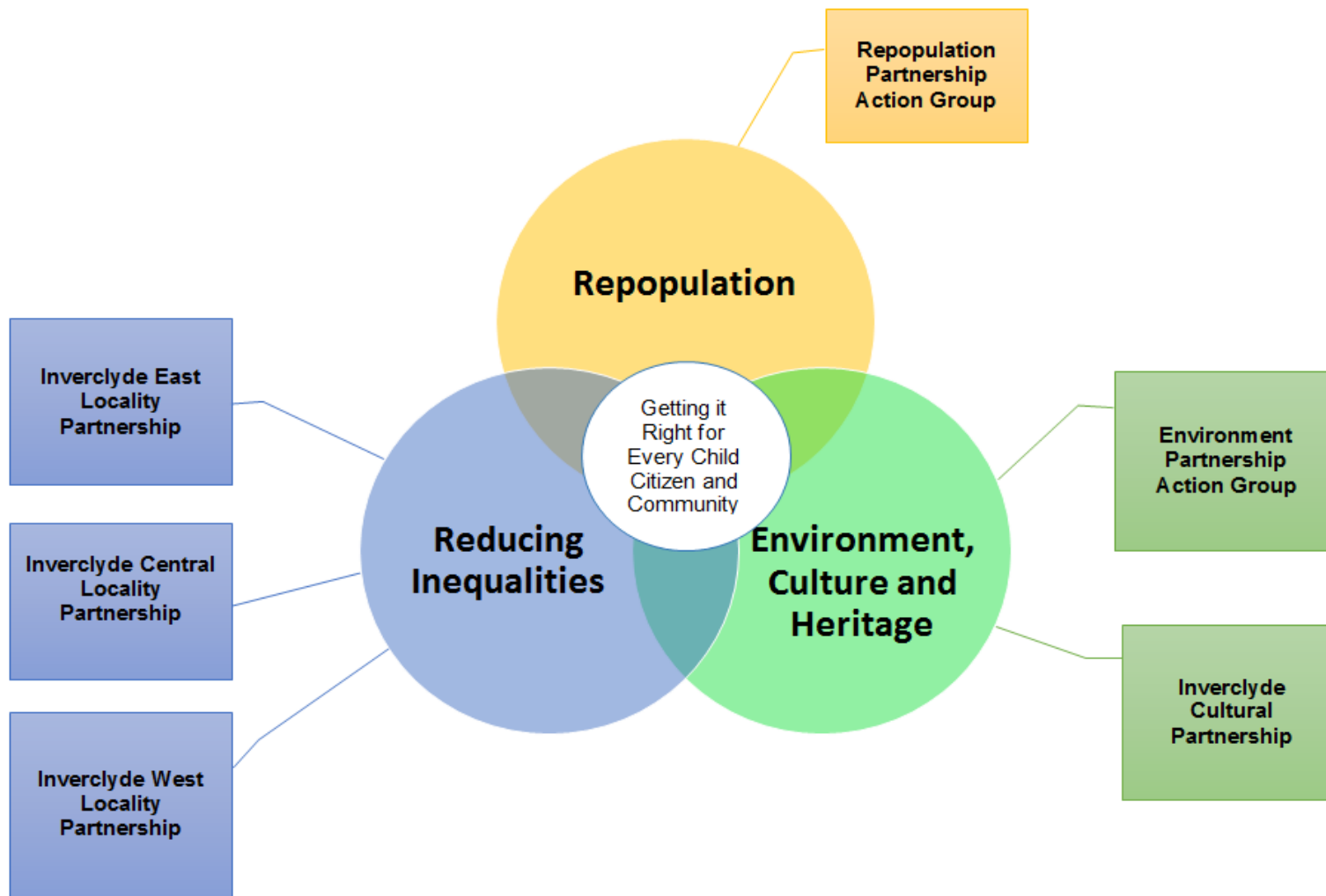
Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term Target (3 year)
Community Safety	Reported crimes in Inverclyde	2014/15 8,065	2015/16 7,269	2016/17 6,827		
	Number of deliberate secondary fires (single derelict buildings, grassland, intentional straw or stubble burning, outdoor structures, refuse and refuse containers and derelict vehicles) Scottish Fire and Rescue	375	391	546		
	Increase the provision of allotments and community food growing spaces in the local area	Awaiting data	Awaiting data	Awaiting data		
Our Place Our Future Survey	Increase the average score of residents who feel satisfied with moving around Inverclyde			2017 4.3	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied with public transport in Inverclyde			2017 4.4	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied traffic and parking in Inverclyde			2017 3.8	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied with natural space in Inverclyde			2017 4.8	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied with streets and spaces in Inverclyde			2017 4.5	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied with play and recreational opportunities in Inverclyde			2017 4.2	Survey will take place again in 2020	

Priority 3 Environment, Culture and Heritage: How Will We Measure Our Success?

Issue	Indicator/Source	2014/15	2015/16	2016/17	Short Term Target (1 year)	Medium Term Target (3 year)
	Increase the average score of residents who feel satisfied with facilities and amenities in Inverclyde			2017 4.5	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied with feeling safe in Inverclyde			2017 4.6	Survey will take place again in 2020	
	Increase the average score of residents who feel satisfied with care and maintenance of buildings and spaces in Inverclyde			2017 4.0	Survey will take place again in 2020	

Delivering our priorities

The diagram below sets out the delivery framework for our three strategic priorities.



Ongoing Development

The Inverclyde Alliance will produce and publish an Annual Report that will provide details of the progress that has been made in delivering this Inverclyde Outcomes Improvement Plan. This report will be published for the public to allow them to assess how well we are performing.

The Annual Report will also identify any new national pieces of legislation or developments that will impact on the delivery of our strategic priorities. A number of new pieces of legislation are on the horizon that will shape this Plan going forward, including the Child Poverty Bill which will set targets relating to the eradication of child poverty; The Climate Change Bill, which will amend those parts of the 2009 Act that relate to emission reduction targets; the Warm Homes Bill which aims to tackle fuel poverty and improve energy efficiency; 'A Culture Strategy for Scotland' which aims to support the long term development of culture in Scotland as well as the new Socio-Economic duty which ask public authorities to do more to tackle the inequalities of outcome caused by socio-economic disadvantage.

In addition, the uncertainties associated with Brexit, which is likely to have an effect on monetary, fiscal, trade, industry, immigration and labour markets means that it is essential that partners continue to review the potential implications of this and impact that this is likely to have on our communities.

Risk Management

Potential risks that could impact on the delivery of this Outcomes Improvement Plan have been identified and are described below. Whilst the Alliance Board has the responsibility for the overall governance of the Plan, the Partnership Action Groups also have a responsibility to ensure that the risks are controlled in the development of their action plans.

Date: 1 November 2017

Risk dashboard

LOIP Local Outcome	Risk No	Description of RISK Concern	Residual Risk Score
All	1	There is a risk that further planned reductions in partner budgets will impact on the financial ability of partners to deliver the strategic priorities in the LOIP.	9
All	2	As staffing levels within organisations reduce, this may impact on the ability of partners to lead on the delivery of the strategic priorities.	9
All	3	There is a risk that competing organisational priorities may reduce partners buy-in to the delivery of the LOIP.	6
All	4	There is a risk that the effectiveness of projects aimed at improving outcomes for the residents of Inverclyde is undermined by external factors outwith the control of the partnership, such as Welfare Reform.	9

Appendix 1: Inverclyde Strategic Needs Analysis

You can view the Inverclyde Strategic Needs Analysis here:

<https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

or alternatively, telephone (01475) 712042 to obtain a copy.

Appendix 2: Our Place Our Future Summary Information

You can view the summary information from the Inverclyde Our Place Our Future Survey here:

<https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

or alternatively, telephone (01475) 712042 to obtain a copy.

Contact Us:

If you would like further information on any aspect of the Inverclyde Alliance Outcomes Improvement Plan, please e-mail: corporate.policy@inverclyde.gov.uk or telephone (01475) 712042.