

Report To: Policy & Resources Committee **Date:** 19 November 2019

Report By: Steven McNab
Head of Organisational
Development, Policy &
Communications **Report No:** PR/27/19/KM

Contact Officer: Louise McVey
Corporate Policy, Performance
and Partnership Manager **Contact No:** 2042

Subject: Statutory and Key Performance Indicators Annual Report 2018/19

1.0 PURPOSE

1.1 The purpose of this report is to present the Policy and Resources Committee with the Council's Statutory and Key Performance Indicators Annual Report 2018/19. The report details the progress made in the last year towards the achievement of our SPI performance targets.

2.0 SUMMARY

- 2.1 Inverclyde Council has a statutory duty to publish how well it is performing across a range of service areas. The range of information that councils are expected to publish is set out in the Accounts Commission SPI Direction 2018.
- 2.2 To ensure that the Council meets the requirements of the new SPI Direction, a review of the SPI framework was carried out earlier in the year and a new framework approved by the CMT. The refreshed SPI framework consists of a smaller, more focused indicator set that is aligned with the Corporate Plan 2018/22 organisational priorities.
- 2.3 Full details of SPI/KPI performance in 2018/19 can be found in appendix 1. A summary of performance achieved is shown below for those indicators where a RAG status is available. As the framework contains a number of new or amended indicators, a comparison with performance in previous years is not available for this first year of reporting.

	Green – target met or exceeded	Amber – target not achieved but performance is within set tolerance level	Red – performance is below set tolerance level
2018/19	23 (64%)	9 (25%)	4 (11%)

2.4 Due to the nature of the service being provided, there are nine indicators that do not have a performance target or RAG status. In addition, the following four new indicators (i) Channel Shift (ii) the assessment rating of Inverclyde Council's website (iii) the percentage of looked after children with a permanence plan within 6 months of being accommodated and (iv) the percentage of child protection case conferences taking place within the first three months of registration, do not have a RAG status as this is the first year of gathering data in the current format. Performance targets for 2019/20 have been established however for these four indicators, using 2018/19 data as the baseline for improvement.

- 2.5 The Committee will be aware that the Local Government Benchmarking Framework (LGBF) is due to be published by the Improvement Service in January 2020 and will include details of Inverclyde Council's ranking relative to other Scottish councils. All councils in Scotland are required to submit an LGBF performance return for those measures where the data is held on the council's own systems, such as, sickness absence levels and the percentage of female employees in the top 5% of earners.
- 2.6 A full report detailing Inverclyde Council's LGBF performance will be reported to this Committee on 24 March 2020. In the meantime, the information submitted as part of the LGBF performance return 2018/19 is included in this report as Appendix 2 and a summary is provided below.

	Green – target met or exceeded	Amber – target not achieved but performance is within set tolerance level	Red – performance is below set tolerance level
2018/19	9 (82%)	2(18%)	0 (0%)
2017/18	8 (73%)	2(18%)	1 (9%)
2016/17	8 (67%)	2(17%)	2 (17%)

* 2016/17 indicator set included a domestic noise indicator which was subsequently removed in 2017/18

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. Considers the Statutory and Key Performance information for financial year 2018/19.
 - b. Notes that a separate report on the LGBF indicators will be brought to the Committee once the performance information has been published, setting out details of Inverclyde Council's performance relative to other Scottish local authorities.

Steven McNab
Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

- 4.1 Inverclyde Council has a statutory duty under the Local Government Act (Scotland) 1992 to publish how well it is performing across a range of service areas. The range of information that councils are expected to report on is set out in the Accounts Commission SPI Direction, the most recent of which was published in December 2018. The SPI 1 and 2 criteria are set out below:

SPI 1:

- Performance in improving local public services provided by the council itself and in conjunction with its partners and communities.
- Progress against the desired outcomes agreed with its partners and communities.

Councils are required to report on information drawn from the Local Government Benchmarking Framework and other benchmarking activities.

SPI 2:

- The council's assessment of how it is performing against its duty of Best Value, and how it plans to improve against this assessment.
- Audit assessments of its performance against its Best Value duty, and how it has responded to these assessments.

In particular, how the Council (in conjunction with its partners as appropriate) has engaged with and responded to its diverse communities.

- 4.2 The SPI Direction places a strong emphasis on councils' responsibilities in relation to public performance reporting, which should be fair, balanced and engaging.
- 4.3 The main way in which Inverclyde Council reports its performance to the public is via the performance page on its website, which can be viewed here: <https://www.inverclyde.gov.uk/council-and-government/performance>
- 4.4 The performance information contained within this report has been extracted from the Council's performance management system, Inverclyde Performs. The system uses a balanced scorecard approach and allocates each performance indicator a RAG (red/amber/green) status based on two sets of values, a target and alarm. The target is the point at which the status of the indicator turns green, indicating the desired level of performance has been achieved and the alarm is the point where the status will turn red, indicating that performance has declined by more than the set tolerable amount. Anything in between the target and alarm value is designated as amber (i.e. within tolerance).

5.0 STATUTORY AND KEY PERFORMANCE INDICATORS 2018/19

- 5.1 Following the publication of a new SPI Direction in December 2018, Inverclyde Council carried out a review of its statutory and key performance indicators early in 2019. The aim of the review was to identify a set of measures that would help to demonstrate improved service delivery, linked to the achievement of the Council's Corporate Plan organisational priorities and the delivery of outcomes. The refreshed framework is set out in Appendix 1.
- 5.2 This Annual Report is just one element of the Council's public performance reporting. Other elements include, but are not limited to, the Best Value Assurance Report Improvement Plan progress reports, Inverclyde Outcomes Improvement Plan Annual Report, the Inverclyde Council Corporate Plan Annual Report, the Local Government Benchmarking Framework (LGBF) and the CDIP performance reports that are considered at every second Committee meeting.

6.0 OVERVIEW OF SPI/KPI PERFORMANCE 2018/19

6.1 A summary of the overall performance for the year is shown below, where a RAG status is available for the performance indicator. As the framework contains a number of new or amended indicators, a comparison with performance in previous years is not available for this reporting year.

	Green – target met or exceeded	Amber – target not achieved but within set tolerance level	Red – performance is below set tolerance level
2018/19	23 (64%)	9 (25%)	4 (11%)

6.2 Due to the nature of the service being provided, there are nine indicators that do not have a performance target or RAG status. In addition, the following four new indicators do not have a RAG status as this is the first year of gathering data in this format:

- (i) Channel Shift
- (ii) the assessment rating of Inverclyde Council's website
- (iii) the percentage of looked after children with a permanence plan within 6 months of being accommodated
- (iv) the percentage of child protection case conferences taking place within the first three months of registration

Performance targets for 2019/20 have been set however, using 2018/19 data as the baseline for improvement.

6.3 Indicators that achieved maximum performance in 2018/19 are as follows:

- 100% of high priority public health complaints were attended by the next working day
- 100% accuracy was achieved in the calculation of benefits
- 100% of category 1 potholes were made safe within 24 hours of notification
- 100% of children issued with a new supervision requirement were seen by a Supervising Officer within timescale.

Very high performance (99.3%) was also achieved for the percentage of pest control service requests attended within 5 working days, despite the service handling an additional 108 requests more than in the previous year.

6.4 More than 60% of all indicators had a green status in 2018/19. Examples of these indicators are listed below.

- **Number of adults improving their literacies**

The number of adults improving their literacies increased from 616 to 750 in 2018/19.

- **Percentage of S3 pupils achieving fourth level or better in numeracy**

The percentage of S3 pupils that achieved fourth level or better in numeracy increased from 42.2% in 2017/18 to 50.3% in 2018/19. The pupil achievement data for this indicator is based on teachers' professional judgement and, as such, there may be fluctuations in the data.

- **Bed days occupied by delayed discharge patients aged 75+ per 1,000 population**

There was a further improvement in the delayed discharge bed rate per 1,000 population aged 75 and over, falling to a rate of 87 per 1,000 population, the lowest rate in Scotland.

- **The gross benefits administration cost (£) per case**

The gross administration cost per benefits case fell by £7.60 to £37.77 in 2018/19. The reduced cost is due to staff reductions within the team arising from budget savings.

- **Procurement and Commercial Improvement Programme (PCIP)**

Inverclyde Council achieved a PCIP score of 70% in 2018, placing the Council in the top performance band.

- **Performance appraisals completed in the year and individual development plans agreed**

The percentage of performance appraisals completed in the year and the individual development plans agreed increased by 3%, rising to 97% in 2018/19.

6.5 4 indicators have a red status. These measures are detailed below.

- **The percentage of respondents who noticed a reduction in anti-social behaviour in the last 12 months**

The information for this indicator is obtained from the Citizens' Panel. Panel respondents were last asked about their experience of anti-social behaviour in 2018. The number of people who noticed a reduction in anti-social behaviour in the previous 12 months dropped from 33% (in the 2016 survey) to 10% in 2018. It should be noted however, that almost half, 49%, of Citizens' Panel members said that anti-social behaviour is not an issue in their neighbourhood.

- **The percentage of S3 pupils achieving fourth level or better in literacy (based on reading, writing, talking and listening)**

The percentage of S3 pupils achieving fourth level or better in literacy, based on reading, writing, talking and listening fell from 42.8% to 38%. The pupil achievement data for this indicator is based on teachers' professional judgement, and as such there may be fluctuations in data. All other S3 measures showed an improvement. The Service has identified that further work on the moderation of teacher judgement is required to identify if the drop in performance at fourth level in literacy overall is an accurate reflection of performance.

- **The percentage of service users waiting no longer than 3 weeks from referral to receive appropriate drug or alcohol treatment that supports their recovery**

The percentage of service users waiting no longer than 3 weeks from referral to receive appropriate drug or alcohol treatment that supports their recovery remained increased by 6% from 75% to 81%, however the national target of 90% was not achieved. Inverclyde's performance need to be considered against the backdrop of the area having the highest prevalence rate for problematic drug misuse in Scotland and some of the highest rates for alcohol related harm, along with drug related deaths in Inverclyde being the third highest in Scotland in 2018.

- **Completion certificates: responses to requests within 10 working days**

The percentage of completion certificates that were responded to within 10 working days has fallen from 91% to 85.1% in 2018/19. The fall in performance is attributable to staff shortages due to recruitment difficulties. To address this, the Council has entered into a short-term partnership with Argyll and Bute Council to assist in the plan checking of building warrants. This enables Inverclyde Council officers to allocate more resource to site inspection work and will

reduce the time taken in accepting completion certificates. The service continues to perform well compared to other local authorities.

6.6 Full details of performance for all the SPIs is provided in Appendix 1.

7.0 THE LOCAL GOVERNMENT BENCHMARKING FRAMEWORK 2018/19

7.1 The Committee will be aware that the Local Government Benchmarking Framework (LGBF) is due to be published by the Improvement Service in January 2020 and will include details of Inverclyde Council's ranking relative to other Scottish councils. As part of the LGBF, all councils in Scotland are required to submit an LGBF performance return for those measures where the data is held on the council's own systems, such as, sickness absence levels and the percentage of female employees in the top 5% of earners.

7.2 A full report detailing Inverclyde Council's LGBF performance will be reported to this Committee on 24 March 2020. In the meantime, the information submitted as part of the LGBF performance return 2018/19 is included in this report as Appendix 2 and a summary of the status of the indicators, together with that of the previous two years, is provided below:

7.3	Green – target met or exceeded	Amber – target not achieved but within set tolerance level	Red – performance is below set tolerance level
2018/19	9 (82%)	2 (18%)	0 (0%)
2017/18	8 (73%)	2 (18%)	1 (9%)
2016/17*	8 (67%)	2 (17%)	2 (17%)

* 2016/17 indicator set included a domestic noise indicator which was subsequently removed in 2017/18

The data in the table shows that there was an increase in the number of indicators with a green status, and two indicators have an amber status. No indicators have a red status.

7.4 One indicator with an amber status relates to the number of visits to the museum service and the lower level of performance is attributable to the museum being closed for the whole of 2018/19. The performance figure therefore is a count of the number of online visits. It is worth noting that although the target for 2018/19 was not achieved, the number of online visits to the museum has increased by 12,721 in two years, rising from 44,355 in 2016/17 to 57,076 in 2018/19.

7.5 The second indicator with an amber status is the percentage of invoices sampled and paid within 30 days, which was 95.9%, a 1.2% decrease compared to 2017/18 performance levels. Inverclyde traditionally has been in the top quartile of all performers for this indicator and in 2017/18 was the top performing local authority in Scotland. As performance remains very high it is expected that Inverclyde will still rank in the top quartile in 2018/19.

8.0 IMPLICATIONS

8.1 Finance

There are no financial implications associated with this report.

Financial Implications:

One off costs

Cost Centre	Budget Heading	Budget Year	Proposed spend from this report	Virement from	Other Comments
N/A					

Financial implications: Annually recurring costs

Cost Centre	Budget Heading	Budget Year	Proposed spend from this report	Virement from	Other Comments
N/A					

8.2 Legal

The Council has a statutory obligation under the Local Government (Scotland) Act 1992 to report a range of performance information that demonstrates the delivery of Best Value. The performance information provided in this report has been developed with due recognition to the Audit Scotland SPI Direction, published in December 2018.

8.3 Human Resources

There are no direct human resource implication arising from this report.

8.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

YES

NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

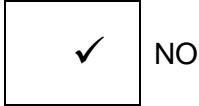
YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.



8.5 Repopulation

The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council's priority of retaining and enhancing the local population.

9.0 CONSULTATION

9.1 The commentaries on service performance in the appendices have been provided by the appropriate service.

10.0 LIST OF BACKGROUND PAPERS

10.1 There are no background papers relative to this report.

11.0 CONCLUSION

11.1 This Statutory and Key Performance Indicators Annual Report 2018/19 is one element of the Council's overall approach to public performance reporting and is presented for the consideration of the Policy and Resources Committee. The Committee is asked to note that a separate performance report will be prepared in early 2020 following the publication of the national LGBF 2018/19 report, once Inverclyde Council's performance in relation to other Scottish local authorities is known.

Inverclyde Council's Statutory and Key Performance Indicators Annual Report 2018/19

Inverclyde Council has a statutory duty to capture and record how well it is performing and publish this information for the public. In early 2019, the council reviewed its set of statutory and key performance indicators to ensure that its performance reporting met the requirements of the Audit Scotland SPI Direction, published in December 2018.

In publishing our performance information, we aim to ensure that stakeholders and the public can access a range of information that is balanced; that provides an understanding of how services provided by the council are performing; any changes in performance over time; and whether the council is helping to deliver better outcomes for the residents of Inverclyde.

Each performance indicator has been allocated a status, depending on performance in 2018/19. The status column indicates whether performance is considered to be:

<i>green – target has been met or exceeded</i>	<i>amber – target not achieved but within set tolerance level</i>	<i>red – performance is below set tolerance level</i>
--	---	---

Also included is information on whether performance has improved or declined over time.

This report is one component of the council's approach to the reporting of its Statutory Performance Indicators. Another element is the Local Government Benchmarking Framework, which will be published nationally in January 2020. More detail on the LGBF is provided in Appendix 2.






Our SPI framework is linked to the delivery of our Corporate Plan 2018/22 organisational priorities, shown below:

Organisational Priority 1: To promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit
Organisational Priority 2: 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
Organisational Priority 3: To grow the local economy in a way that creates opportunities for all our residents including access to good quality jobs and lifelong learning
Organisational Priority 4: To reduce the prevalence of poverty and in particular child poverty, in our communities
Organisational Priority 5: To safeguard, support and meet the needs of our most vulnerable families and residents
Organisational Priority 6: To improve the health and wellbeing of residents so that people live well for longer

Organisational Priority 7: To protect and enhance our natural and built environment
Organisational Priority 8: To preserve, nurture and promote Inverclyde's unique culture and heritage
Organisational Priority 9: To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources
Organisational Priority 10: To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

You can also find information on how the council is performing in the delivery of its Best Value Improvement Plan, its Corporate Plan 2018/22 and the Corporate Directorate Improvement Plans 2019/22 on the performance page of the council's website: <https://www.inverclyde.gov.uk/council-and-government/performance>

Performance Summary

Performance Summary		Status	
Corporate Plan Organisational Priority 1	To promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit		
Percentage of residents satisfied or very satisfied with their neighbourhood as a place to live		green – improved	
Percentage of school leavers achieving 1 or more awards at SCQF level 6 or better		green – improved	
Percentage of school leavers achieving 5 or more awards at SCQF level 6 or better		amber – performance maintained, target not achieved	
Percentage of school leavers achieving SCQF level 5 or better in literacy		amber – target not achieved	
Percentage of school leavers achieving SCQF level 5 or better in numeracy		amber – target not achieved	

1a. Indicator detail: Resident satisfaction

Percentage of Inverclyde residents satisfied or very satisfied with their neighbourhood as a place to live			
2014	2016	2018	Target
85%	81%	86%	84

What the data tells us: The data for this performance measure is obtained from the Inverclyde Citizens' Panel. It is encouraging to note that the percentage of residents satisfied with their neighbourhood as a place to live rose by 5% between 2016 and 2018, which means that the target was exceeded. This Citizens' Panel is due to be asked this question again in 2020.

Further information: Citizens' Panel questionnaires are distributed to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow the council to assess whether improvement has been achieved.

Satisfaction with the local neighbourhood as a place to live has an important influence on the overall quality of our lives, feelings of wellbeing and happiness. Satisfaction and dissatisfaction levels are governed by a wide range of factors including the local physical environment; the convenience of services such as shops and public transport; the behaviour of others in the neighbourhood and perceptions of personal safety.

The council aims to continue to increase the number of residents that are satisfied or very satisfied with their local neighbourhood linked to the wider aim of encouraging residents to remain in Inverclyde. As part of the work focusing on stemming population decline, the council and its partners in the Inverclyde Alliance have approved a Repopulation Strategy and Action Plan, with a range of actions that aim to promote Inverclyde as a great place to live, work, study and visit.

1b. Indicator detail: School leaver attainment

Percentage of school leavers achieving 1 or more awards at SCQF level 6 or better			
2016/17	2017/18	2018/19	Target
64.8%	68%	72%	70%

Percentage of school leavers achieving 5 or more awards at SCQF level 6 or better			
2016/17	2017/18	2018/19	Target
32.5%	35.6%	35.6%	36%

% of leavers achieving SCQF level 5 or better in literacy			
2016/17	2017/18	2018/19	Target
81.2%	83.2%	84.9%	86%

% of leavers achieving SCQF level 5 or better in numeracy			
2016/17	2017/18	2018/19	Target
71.6%	73.9%	73.5%	76%

What the data tells us: There was a further improvement in the percentage of school leavers achieving 1 or more awards at SCQF level 6 or better, with 72% of pupils achieving this standard, meaning that the target was achieved. The percentage of school leavers achieving 5 plus awards at level 6 or better remained steady in academic year 2018/19 at 35.6%, and is more than 3% higher than performance levels in 2016/17. The target of 36% was narrowly missed however by just 0.4%.

There was a slight increase of 1.7% in the percentage of leavers achieving SCQF level 5 or better in literacy, rising to 84.9%, however the ambitious target of 86% was not achieved. There was a small decrease of 0.4% in the percentage of leavers achieving SCQF level 5 or better in numeracy, meaning that the target was not achieved.

Further information: Literacy and numeracy skills are essential skills for any school leaver. Pupils can achieve literacy or numeracy at a certain level by passing the relevant Scottish Qualifications Authority (SQA) literacy or numeracy units at National 3, 4 and 5. These units are included within a range of courses at these levels. Published national data is currently only available for academic year 2016/17, however the comparable performance data for Scotland for literacy is 80.8% and 68.8% for numeracy, both below performance locally. As part of the Inverclyde Literacy and Numeracy strategies, ambitious targets have been set for the percentage of pupils leaving school with National 5 in English and Mathematic and very good progress is being made in the delivery of this.

Inverclyde Council has made a massive investment in its school estate to deliver brand new or fully refurbished schools across the whole of Inverclyde. The provision of high quality school estate and high quality education plays a vital role in making Inverclyde an attractive place in which to live, work and study and the quality of education provided will be a key consideration for families when considering relocating to Inverclyde. This year Inverclyde pupils achieved their highest ever level of S6 results and more pupils than ever before achieved 5As in their Highers.

		Status	
Corporate Plan Organisational Priority 2	To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents influence and control over the things that matter to them		
Number of adults improving their literacies		●	green – improved
Percentage of residents that agree that the Council works with them to solve problems		●	amber – performance maintained, target not achieved
Percentage of respondents reporting a reduction in anti-social behaviour in behaviour in the last 12 months		●	red – performance declined
Attendance rates in Inverclyde schools: a) Primary b) Secondary c) ASN		●	amber – improved attendance across 2 out of 3 sectors but targets not achieved

2a. Indicator detail: Adult literacy

Number of adults improving their literacies			
2016/17	2017/18	2018/19	Target
601	616	750	590

What the data tells us: The data shows that for the second consecutive year there has been an increase in the number of adults improving their literacy skills, rising from 616 in 2017/18 to 750 in 2018/19.

Further information: The consequences of having low literacy skills can be far reaching; lower levels of literacy tends to be more concentrated in areas where there is a higher level of deprivation and consequently has a serious impact on people's lives. Recognising that improved literacy supports increased educational attainment, employability skills and sustainable communities, the council's CLD service has included improvement actions focusing on raising attainment and achievement and developing literacies to support people into, or back to the labour market, within its 3 year plan (2018/21) for Inverclyde. The CLD 3 year plan is available here: <https://www.inverclyde.gov.uk/community-life-and-leisure/community-learning-development>

2b. Indicator detail: Working with communities

Percentage of residents that agree that the council works with them to solve problems			
2013	2015	2018	Target
Not asked in this year	46%	46%	48%

What the data tells us: The data for this performance measure is obtained from the Inverclyde Citizens’ Panel. The data shows that the percentage of residents that agree that the council works with them to solve problem remained steady in 2018. The target however was not achieved. It is worth noting that of the other responses to this question, 38% of respondents had no opinion while 17% of respondents disagreed with the statement.

Further information: The Community Empowerment (S) Act 2018 is aimed at helping communities do more for themselves and having more say in the decisions that affect them. The Best Value Assurance Report on Inverclyde Council found that the council has good examples of actively seeking the views of the community and involving the community in decision making. The council is currently building on this strong foundation to ensure that we are meeting the more demanding requirements of the Act.

At present, the council is using the findings of the Inverclyde wide ‘Our Place, Our Future’ survey to initiate conversations with communities about the things that matter to them. The ‘Our Place Our Future’ survey delved into a wide range of themes including work, care, housing and local amenities. 1,393 residents completed the survey, which was the highest number of respondents to an engagement process locally. The feedback received has been used to inform the development of locality plans, which are aimed at improving the lives of those in Inverclyde experiencing the greatest inequality. In addition, the council is currently considering a number of improvement actions with the aim of strengthening our understanding of what residents feel are the barriers to being involved in decision making locally. The council will also continue to use existing participation and engagement vehicles, such as the annual Clyde Conversations Conference, where change can be evidenced as a result of meaningful engagement with our young people, in order to build community capacity from an early age.

2c. Indicator detail: Reducing anti-social behaviour

Percentage of residents reporting a reducing in anti-social behaviour in the previous 12 months			
2014	2016	2018	Target
13%	33%	10%	35%

What the data tells us: The data for this performance measure is obtained from the Inverclyde Citizens’ Panel. The data shows that the percentage of residents reporting a reduction in anti-social behaviour in the previous 12 months fell substantially between the 2016 and 2018 Citizens’ Panel Surveys. It should be noted however that almost half, 49%, of respondents replied that anti-social behaviour is not an issue in their neighbourhood.

Further information: The information for this measure is taken from the Inverclyde Council Citizens’ Panel. Following a huge increase between 2014 and 2016, the 2018 response rate of 10% is in line with that in 2014, taking into account that the survey as margin of error of +/-5%. The council recognises that anti-social behaviour affects the quality of life of individuals, families and communities and works with partners to continue to tackle and promote the anti-social behaviour helpline as well as wider services, such as community mediation and environmental enforcement. More information on how to report anti-social behaviour is available here: <https://www.inverclyde.gov.uk/community-life-and-leisure/antisocial-behaviour>

2d. Indicator detail: School attendance

School attendance rate				
	2016/17	2017/18	2018/19	Target
Primary	94.3%	93.8%	94.2%	95%
Secondary	90.1%	89.6%	89.8%	92%
Additional Support Needs	90.1%	91.8%	91.5%	92%

What the data tells us: The data shows that there was a small improvement in the attendance rates in primary school and secondary schools in 2018/19, 0.4% and 0.2% respectively. There was however a small drop in the attendance rates at additional support needs schools. The attendance targets for all three sectors were not achieved in 2018/19.

Further information: Research has shown that high levels of school attendance is not only linked to academic success, but is also important in helping children feel more connected to their community, as well as helping develop important social skills and friendships which helps to set them up in the future.

Inverclyde Council monitors and strives to improve the attendance of all pupils in Inverclyde. An Attendance Policy is in place and schools proactively take steps to monitor and follow up attendance. Attendance is monitored across all schools and establishments, with particular monitoring of attendance levels linked to deprivation, looked after children and barriers to learning.

More information on the performance of Education Services can be found in the Education Services Standards and Quality Report 2018/19, which you can find here: <https://www.inverclyde.gov.uk/education-and-learning>

		Status	
Corporate Plan Organisational Priority 3	To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning		
Number of adults achieving core skills qualifications		●	green – improved
Number of business / property assists		●	green – performance maintained
Number of employability clients who gain a partial/ full vocational qualification		●	green – performance declined but above target

3a. Indicator detail: Adults achieving core skills qualifications

Number of adult learners achieving core skills qualifications			
2016/17	2017/18	2018/19	Target
250	246	261	260

What the data tells us: The number of adults achieving a core skills qualification improved by 15 in 2018/19 and was slightly higher than the target.

Further information: Core skills are the skills considered to be essential if individuals are to meet their personal needs and the needs of society. These skills are important because they help learners to be effective in almost everything that they do helps to improve career prospects. Inverclyde Council's CLD service offers a wide range of accredited learning opportunities to all learners and all qualifications offered to learners are mapped to the Scottish Credit and Qualification Framework (SCQF). Core skills accreditation is the most popular qualification within the adult groups.

3b. Indicator detail: Business / Property Assists

Number of business property assists			
2016/17	2017/18	2018/19	Target
28	27	27	25

What the data tells us: The data shows that the number of business and property assists in 2018/19 was the same as in 2017/18. The target for the year was achieved.

Further information: Small businesses help to foster local economies, create local jobs and are a valuable asset to the local community. The council provides integrated support to small and medium size businesses in Inverclyde ranging from advice on business development, property and marketing through to financial assistance in the form of grants and loans.

Financial assistance via the council's Small Business Property Grant Scheme (SBPGS) offers support of between 20% and 50% of approved building costs, up to a maximum of £10,000, for general and security improvements to business properties. Proposals must be for premises which are in company ownership or are on a long lease. Where the total project costs are more than £50,000, grants of up to £10,000 may be considered.

More information on the Council's Business Development Service can be found here: <https://www.inverclyde.gov.uk/business-and-trade/business-development>

3c. Indicator detail: Employability clients gaining a qualification

Number of employability clients who gained a partial/full qualification			
2016/17	2017/18	2018/19	Target
327	447	366	360

What the data tells us: The number of employability clients gaining a qualification in 2018/19 fell by 81 in 2018/19, however performance achieved was higher than the target for the year.

Further information: The Inverclyde Employability Pipeline provides a range of employability support to local residents looking for work, or looking to improve their employment situation. The attainment of accredited qualifications is one way for unemployed or underemployed clients to improve their employment prospects. A reduction in funding however, including from the European Social Fund Youth Initiative, has resulted in a reduced number of employability clients achieving a formal qualification between 2017/18 and 2018/19.

		Status	
Corporate Plan Organisational Priority 4	To reduce the prevalence of poverty and in particular child poverty in our communities		
Percentage of primary pupils (P1,P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening)		●	amber – performance slightly declined
Percentage of primary pupils (P1,P4 and P& combined) achieving expected levels or better in numeracy		●	amber – performance slightly declined
Percentage of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening)		●	green – performance improved
Percentage of S3 pupils achieving third level or better in numeracy		●	green – performance improved
Percentage of S3 pupils achieving fourth or better in literacy (based on reading, writing and talking and listening)		●	red – performance declined
Percentage of S3 pupils achieving fourth or better in numeracy		●	green – performance improved

4a. Indicator detail: Achievement of Curriculum for Excellence Benchmarks

% of Primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening)			
2016/17	2017/18	2018/19	Target
-	73.5%	72.4%	75%

% of Primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy			
2016/17	2017/18	2018/19	Target
-	80%	78.9%	82%

% of S3 pupils achieving the 3rd level or better in literacy (based on reading, writing and talking and listening)			
2016/17	2017/18	2018/19	Target
-	90.5%	91.2%	91%

% of S3 pupils achieving the 3 rd level or better in numeracy			
2016/17	2017/18	2018/19	Target
-	85.6%%	91.9%	89%

% of S3 pupils achieving the 4 th level or better in literacy (based on reading, writing and talking and listening)			
2016/17	2017/18	2018/19	Target
-	42.8%	38%	45%

% of S3 pupils achieving the 4 th level or better in numeracy			
2016/17	2017/18	2018/19	Target
-	42.2%	50.3%	45%

What the data tells us: The data shows that there has been a small decrease in the percentage of primary pupils (P1, P4 and P7 combined) that achieved the expected levels or better in literacy and numeracy.

There has been an increase in both the percentage of S3 pupils achieving third level or better in both literacy and numeracy and the target was achieved for both indicators. There was also an increase in the percentage of S3 pupils achieving fourth level of better in numeracy however the target for S3 pupils achieving fourth level or better in literacy fell in 2018/19 and the target was not achieved.

The data is based on teacher judgements of pupils achieving Curriculum for Excellence levels and as such, there is likely to be fluctuations in the data, particularly as this measure is now only in its third year of reporting. The Service has identified that further work on moderation of teacher judgement is required to identify if the drop in performance at 4th level in literacy overall is an accurate reflection of performance.

Further information: It has been recognised nationally that there is a clear and persistent gap in attainment between pupils living in Scotland's most and least deprived areas. Educational attainment affects employment prospects later in life and in turn, the risk of future poverty. Differences in educational attainment can be a consequence of poverty but can also drive it too. Improving educational attainment is therefore a key element in the drive to reduce child poverty.

These literacy and numeracy performance measures reported here are reported on by all councils in the West Partnership Regional Improvement Collaborative (referred to as the West Partnership). The West Partnership comprises of 8 councils in the west of Scotland who are working together to enhance and support educational improvement through collaborative working. A number of high level indicators have been agreed as the measures that will allow the Partnership to report on the impact of its work.

Within Inverclyde, assessment of progress also includes a range of evidence on what children learn and achieve throughout their school career. This includes Curriculum for Excellence levels, skills, qualifications and other awards.

The data does not necessarily reflect fully the improvements that are being made in closing the attainment gap as there are different challenges in achieving the appropriate levels e.g. in primary one to primary seven attainment in numeracy and mathematics has increased between 2015/16 and 2018/19 with primary 4 attainment having the greatest increase of 19.7% in that period.

Inverclyde Council was inspected during May 2018 to assess "How well is Inverclyde Council improving learning, raising attainment and closing the poverty-related attainment gap?". The inspection team identified that Inverclyde Council is making very good progress in improving learning, raising attainment and narrowing the poverty-related attainment gap. The full report is available here: <https://www.inverclyde.gov.uk/news/2018/oct/inverclyde-leads-the-way-in-closing-the-attainment-gap>

More information on what Inverclyde Council and its partners are doing to tackle child poverty can be found in the Inverclyde Local Child Poverty Action Report 2018/19 which is available on the council's website <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/every-child-every-chance>

		Status	
Corporate Plan Organisational Priority 5	To safeguard, support and meet the needs of our most vulnerable families and residents		
Percentage of looked after children with a permanence plan within 6 months of being accommodated	No target was set for these indicators in 2018/19 due to first year of data.		
Percentage of Child Protection review case conferences taking place within the first 3 months of registration			
Percentage of children issued with a new supervision requirement seen by a supervising officer within timescale	●	green – performance improved	
Percentage of criminal justice interviews whose induction / first meeting with a supervising officer took place within 5 working days	●	green – performance improved	
Percentage of Criminal Justice work placements within 7 working days	●	green – performance improved	
Total percentage of carers who feel supported to continue in their caring role	●	amber – performance is below target	
Percentage of homelessness cases (Housing Options) that progressed to a full homelessness assessment	No target has been set for these indicators		
Homelessness: average time in weeks between presentation and completion of duty by the council for cases assessed as unintentionally homeless or unintentionally homeless			
Exclusions from school: primary schools pupils	No target has been set for these indicators		
Exclusions from school: secondary schools			
Exclusions from school: pupils with additional support needs			

5a. Indicator detail: Looked after children with a permanence plan

% of Looked after children who have a permanence plan within 6 months of being accommodated			
2016/17	2017/18	2018/19	Target
Not available	Not available	Not yet available	80% (May 2020)

What the data tells us: This is a new indicator to the SPI framework and data is being gathered for the first year of reporting in 2019/20.

Further information: Permanence is the long term plan for the child's upbringing, with the objective of ensuring that a child has a secure, stable and loving family to support them through childhood and beyond to give them a sense of security, continuity, commitment, identity and belonging.

In May 2019, Inverclyde joined the CELCIS PACE (Permanence and Care Excellence) programme which is sponsored by the Scottish Government. This work promotes a whole systems approach designed to better understand and address sources of drift and delay from across all the agencies working with looked after children. Prior to joining the PACE programme, Inverclyde only reported on permanence for those children progressing towards adoption or permanent fostering. The Inverclyde PACE team has put in place the following improvement aim:

- *By May 2020, 80% of children accommodated after 31 May 2019 will have a recommendation for permanence (from a statutory LAC review) within 31 weeks of becoming looked after.*

Improvement tests are underway with practitioners and their supervisors supporting newly accommodated children which are on target. This is the first stage in delivering improvements which will facilitate the achievement of the HSCP performance indicator of 26 weeks within the next 18 months.

5b. Indicator detail: Child Protection Case Conferences

% of Child protection review case conferences taking place within the first 3 months of registration			
2016/17	2017/18	2018/19	Target
New indicator	New indicator	35%	-

What the data tells us: The data shows that the timescale of 3 months is not achieved in the majority of cases. This is a new indicator and therefore data for 2018/19 is baseline data.

Further information: A child protection review case conference reviews the circumstances of the child or children whose name is already on the child protection register. A 12 week timescale for the review to take place from the initial Child Protection Case Conference helps to ensure that momentum is maintained in the process of safeguarding and promoting the welfare of the child and that the best possible outcomes for the child are achieved.

The performance figure of 35% is baseline data at this stage as the definition of 3 months (93 days) has not been applied when scheduling review conferences. At present, the frequency of the review meetings is at the discretion of the Chair. Plans have been developed to carry out a 'test of change', applying a 93 day timescale and it is anticipated that improvements will be observed within a short period of time, which will enable an appropriate target to be set going forward.

5c. Indicator detail: Children’s supervision requirements

% of children issued with a new supervision requirement seen by a Supervising Officer within timescale			
2016/17	2017/18	2018/19	Target
98.3%	84.4%	100%	95%

What the data tells us: There was a significant improvement, 15.6%, in the percentage of children issued with a new supervision requirement seen by a Supervising Officer within timescale. Maximum performance was achieved for the year.

Further information: This indicator is a measure of how quickly a child is seen by a social worker following a decision at a children’s hearing to place the child on a statutory Supervision Order. Performance is affected by the small number of new Supervision Requirements.

Social Workers are routinely ensuring that children subject to a Child Supervision Requirement are seen following a hearing. The purpose of this visit is to review the support plan and engagement required under the order. This is a standard that the HSCP will continue to prioritise and maintain.

5d. Indicator detail: Criminal justice

% of Service users who had a criminal justice interview whose induction/first meeting with a Supervising Officer took place within 5 working days			
2016/17	2017/18	2018/19	Target
93%	83%	85%	85%

% Service users who began their first work placement within 7 working days of imposition of court order			
2016/17	2017/18	2018/19	Target
83%	85%	86%	85%

What the data tells us: There has been an improvement in the percentage of service users who had a criminal justice interview whose induction or first meeting with a Supervising Officer took place within 5 days, rising from 83% to 85%. The service was recently formally inspected and it was noted in the inspection report that the service is meeting its performance target in this area.

There was also an improvement in the percentage of service users who began their first work placement within 7 days of imposition of court order, rising to 86%, which meant that the target was achieved in 2018/19.

Further information: A total of 242 Community Payback Orders (CPOs) were made during 2018/19, approximately 16.9% of which were imposed by Courts outwith Inverclyde.

The first indicator is a measure of performance regarding inductions/first meetings which took place within five working days of the Order being made. It relates to both supervision and unpaid work requirements which can form part of a CPO, either individually or collectively. Performance in 2018/19 was up 2% on the previous year. As noted in last year's report the methodology has changed (i.e. it now includes CPOs imposed from Court out with Inverclyde) and consequently is now more demanding. By way of context, performance of this indicator can be impacted by factors both within and out with the Service's control; an example of the former would be staff availability and, for the latter, non-attendance by the individual as a result of non-compliance. Notably in no cases this year, were the circumstances which gave rise to the late induction within the Service's control. In addition, performance when benchmarked against the most recently published national data (2017/18) exceeds the Scottish average of 79%.

The second indicator is a measure of performance relating to the commencement of work placements within seven working days of the Order being imposed. There was an improvement on the 2017/18 performance and the local target of 85% was exceeded. As with previous measures, performance can be impacted by factors both within and out with the Service's control. Notably in less than 1% of cases, were the circumstances which gave rise to the delay in commencing placement within the Service's control. In addition, performance when benchmarked against the most recently published national data (2017/18) well exceeds the Scottish average of 68.4%.

The above performance also requires to be seen within the context where approximately 81% of individuals on community sentences, within Inverclyde, currently have first-hand experience of among the highest levels of deprivation in Scotland. This is up 6% on the previous year's figure and, constitutes a significant issue for the delivery of Criminal Justice Social Work Services as these individuals are likely to be in greater need in terms of the support they require both in commencing and successfully completing their Court Orders.

The Service is committed to ensuring that addressing the impact of poverty and its associated health inequalities are a core part of our offer to those on community sentences and in particular such issues are not barriers to individuals completing their sentence. In 2018/19 the Service worked in partnership with a number of agencies in an effort to be more effective in improving outcomes for the individuals we work with.

5e. Indicator detail: Carers

Total combined % of carers who feel supported to continue in their caring role			
2014	2016	2018	Target
47%	43%	40%	To increase performance from 2016 level

What the data tells us: The data shows that there has been a decline in the percentage of carers in Inverclyde who gave a positive response to the question 'I feel supported to continue caring'. It is worth noting that in response to the survey question 'I feel supported to continue caring' 40% of respondents in Inverclyde provided a neutral response, whilst 21% responded negatively to the question.

The data for this performance measure is taken from the Health and Care Experience Survey 2017/18. The survey is sent to a randomly selected sample of people who were registered with a GP in Scotland in October 2017 and asks about people's experiences of caring responsibilities and related support. The comparable positive response figure for Scotland in 2018 was 37%, which is lower than the Inverclyde figure of 40%. It is worth noting that a change in the methodology was applied to the 2017/18 results. We would expect the percentage of carers that feel supported to increase in future years following Inverclyde's early response to the implementation of The Carers (Scotland) Act 2016.

Further information: A carer is anyone who looks after another individual, including a neighbour, friend, partner or child with a long term condition/ illness or disability on an unpaid basis. Inverclyde HSCP works closely with Inverclyde Carers Council, a voluntary organisation consisting of carers and former carers representing carers throughout the area. Inverclyde Carers Centre Ltd is a partner organisation, commissioned to delivery advice information and support for carers, as well as arranging short breaks, stress management, counselling and support groups for carers in a variety of caring situations. Inverclyde HSCP has also signed up to the Equal Partners in Care (EPiC) principles.

An Inverclyde Carer and Young Carer Strategy 2017-22 has been developed with the purpose of identifying the priorities for developing support networks and options for carers who provide unpaid caring responsibilities to family, relatives, friends or neighbours regardless of age. More information on support for carers and the Inverclyde Carer and Young Carer Strategy 2017-22 can be found here: <https://www.inverclyde.gov.uk/health-and-social-care/support-for-carers>

Whilst HACE is a nationally commissioned survey, members of the Inverclyde Citizens' Panel were also asked about their caring experience in the Citizens' Panel Winter 2018/19 survey. 30% of respondents said that they were a carer and of this number, 55% of respondents agreed that they received enough support in their caring role.

5f. Indicator detail: Homelessness

Homelessness: % of prevention cases (Housing Options) that progressed to a full homelessness assessment			
2016/17	2017/18	2018/19	Target
New indicator	New indicator	28.1%	-

Homelessness: average time in weeks between presentation and completion of duty by the Council for cases assessed as unintentionally homeless or unintentionally threatened by homelessness			
2016/17	2017/18	2018/19	Target
20.78 weeks	22.18 weeks	27.8 weeks	-

What the data tells us: In 2018/19, of the 698 number of households that approached the Service for assistance (prevention work), 196 (28.1% of all approaches) then progressed to a fuller homelessness assessment. This move can be either assessed as appropriate by the worker (Assessment Support Officers) or can be requested by the Service User under the homelessness legislation.

For all full assessment cases completed during the financial year 2018/19, the average time in weeks between presentation and completion of duty by the Council for cases assessed as ‘unintentionally homeless’ or ‘unintentionally threatened with homelessness’ increased by just under 6 weeks, reflecting the complexity and challenges faced by our service users.

Further information: Emphasis remains on the prevention of homelessness and the Housing Options approach which is an information and advice process that the Homelessness Service use when someone approaches them with a housing problem. It aims to prevent homelessness wherever possible. A target has not been set for the average time between presentation and completion of duty because the type of services provided and assistance offered is dependent upon the applicant’s housing need at the time of approach and the nature of homelessness experienced by the applicant. Resolving homelessness is complex and often involves a multi-agency approach to ensure that someone is ‘tenancy ready’ and this can cause significant delays in re-housing people. Of these specific cases, 152, completed during the year, 21 (13.8%) were open for at least 1 year and 88 (57.9%) were open for less than 6 months.

5g. Indicator detail: School exclusions

Exclusions from school: Primary (rate per 1,000 pupils)				
	2016/17	2017/18	2018/19	Target
All primary pupils	2.7	5.0	3.2	-

Exclusions from school: Secondary (rate per 1,000 pupils)				
	2016/17	2017/18	2018/19	Target
All secondary pupils	35.8	45.6	40.0	-

Exclusions from school: Additional Support Needs (rate per 1,000 pupils)				
	2016/17	2017/18	2018/19	Target
All ASN pupils	12.7	12.1	93	-

What the data tells us: The data shows that there was a decrease in the rate of exclusion rate in the primary and secondary sector (per 1,000 pupils). There was however a large increase in the rate of Additional Support Needs exclusions per 1,000 pupils. Looking at the increase, the previous years' figures are significantly lower than the national average and the change in data could be attributable to a change in methodology for this reporting year e.g. previous years not taking into account informal exclusions. It should be noted that the exclusion rate is still lower than the national average as shown below.

Performance Measure - Exclusion Rate per 1000 pupils		
Sector	Inverclyde 2017 / 18	National 2017 / 18
Primary	5.0	11.0
Secondary	45.6	47.4
Additional Support Needs	12.1	93.5
LAC – Primary	10.9	No data
LAC – Secondary	126.1	No data
LAC – ASN	55.6	No data

Whilst no target has been set for these indicators, the council aims to achieve a downward trend in the exclusion rate.

Further information: In 2018/19 there was a lower number of exclusion incidents in both primary and secondary schools, leading to a fall in the overall exclusion rate, per 1,000 pupils. Conversely, the number of ASN exclusion incidents increased, resulting in a higher exclusion rate in 2018/19. The average length of exclusion in all three sectors; primary, secondary and ASN schools, reduced in 2018/19.

The Scottish Government publishes national data for all councils every 2 years, with the last year of publication being 2017/18. The table provided above provides a comparison of exclusions at Inverclyde schools against the national average and shows that in previous years, Inverclyde schools perform strongly compared to the national average.

		Status	
Corporate Plan Organisational Priority 6	To improve the health and wellbeing of residents so that people live well for longer		
Delayed discharge from hospital: bed days occupied by delayed discharge patients aged 75+ per 1,000 population	No target has been set for these indicators		
Average length of stay in care homes			
Number of adults in long term care as at 31 March			
Number of clients with a self-directed support package (split by options)			
Percentage of clients waiting no longer than 3 weeks from referral to receive appropriate drug or alcohol treatment that supports their recovery	●	red – below target	
High priority public health complaints: percentage attended by the next working day	●	green – performance improved	
Food hygiene inspections: percentage of premises broadly compliant	●	green – performance improved	

6a. Indicator detail: Delayed Discharge

Delayed discharges: bed days occupied by delayed discharge patients aged 75+ per 1,000 population			
2016/17	2017/18	2018/19	Target
263	172.1	87	-

What the data tells us: The data shows that there has been a further improvement in the delayed discharge bed day rate per 1,000 population aged 75 and over in Inverclyde, falling to a rate of 87 per 1,000 population in 2018/19, the lowest rate of any authority area in Scotland.

Further information: A delayed discharge occurs when a patient, clinically ready for discharge, cannot leave hospital because the other necessary care, support or accommodation is not readily accessible and / or funding is not available. The vast majority of delayed discharge patients are aged 75 and over.

In the last few years Inverclyde has had a history of low numbers of delayed discharges due to the successful integration and partnership working between the Inverclyde HSCP and Inverclyde Royal Hospital, particularly through the award winning Home 1st team.

Inverclyde currently has the lowest delayed discharge bed day rate per 1,000 population aged 75 and over in Scotland, with a rate of 87 days compared to a Scottish average rate of 793 days.

6b. Indicator detail: Residential Care

Average length of stay in care homes			
2016/17	2017/18	2018/19	Target
-	2.65 years	2.62 years	-

Number of adults aged 65+ in long term care as at 31 March			
2016/17	2017/18	2018/19	Target
588	544	561	-

What the data tells us: The average length of stay in care homes has remained relatively steady between 2017/18 and 2018/19. The number of adults in long term care increased by 17 in 2018/19.

It would not be appropriate to set a target for either of these indicators due to the nature of the service provided. Instead, the Service is working on achieving a downward trend in the number of clients requiring residential support.

Further information: The Inverclyde HSCP works towards a Home 1st Strategy, ensuring service users are able to live as independently as possible in their own homes. The effectiveness of this is evidenced by the number of individuals over 65 who live in a care home setting on a permanent basis. The above figures identify the total number of people over the age of 65 who are permanently residing in a long term care home as at 31 March each year.

6c. Indicator detail: Self-directed Support

Self-directed support: number of clients in receipt of a self-directed support package				
	2016/17	2017/18	2018/19	Target
One option	3,824	2,797	2,806	-
Combination of options	271	131	95	-

What the data tells us: There was a very small increase, of 9 in the number of clients in receipt of one SDS option, whilst the number of clients in receipt of a combination of option decreased by 36 in 2018/19. It would not be appropriate to set a target for this measure due to the nature of the service provided.

Further information: The Social Care (Self-Directed Support) (Scotland) Act 2013 imposes a duty on local authorities to offer greater choice and control over the support package provided for the cared-for person. The data tells us about the choice of how care is provided for the cared-for person during the previous three years.

The combined Option figure refers to service users who have chosen a combination of how they are supported and evidences that service users are exercising greater choice and control. Four options are available to clients:

- Option 1 Direct payment
- Option 2 Individual Service Fund
- Option 3 Service arranged and provided by the local authority
- Option 4 A combination of all of the above.

An indicator focusing on self-directed support spend is also included in the Local Government Benchmarking Framework, which will be published in January 2020. You can find more information on the performance of Scottish councils here: <http://www.improvementservice.org.uk/benchmarking/explore-the-data.html>

6d. Indicator detail: Drug or alcohol treatment services

% of Service users waiting no longer than 3 weeks from referral to receive appropriate drug or alcohol treatment that supports their recovery			
2016/17	2017/18	2018/19	Target
90%	75%	81%	90%

What the data tells us: The data shows that there was a 6% increase in the percentage of drug or alcohol treatment users who waited no longer than 3 weeks from referral to receive appropriate drug or alcohol treatment. Inverclyde's performance of 81% which is below the national JHEAT standard target of 90% needs to be considered against a backdrop of Inverclyde having the highest prevalence rates for problematic drug misuse in Scotland and some of the highest rates for alcohol related harm along with drug related deaths in Inverclyde being the third highest in Scotland in 2018.

Further information: A national target has been set by the Scottish Government of "90% of clients will wait no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery". Seeing people quickly gets them on to a journey or recovery sooner, thus leading to better outcomes.

Over the last few years the number of people being referred into the addictions services has:

- Increased by 30% for drug services between 2017/18/and 2018/19.
- For alcohol services there was a 5% increase over the same period.

In total, there were 880 referrals to drug and alcohol treatment services in 2018/19. By reviewing the alcohol and drug services we are developing in Inverclyde there has been an expansion in the range of options available with a greater emphasis on recovery services so that we can best serve the needs of the people who use this service.

6e. Indicator detail: Public Health

Public health complaints: % of high priority service requests attended by the next working day			
2016/17	2017/18	2018/19	Target
100%	94.4%	100%	95%

What the data tells us: In 2018/19, the Council achieved maximum performance in terms of the number of public health high priority service requests that were attended by the next working day. This was an improvement of 5.6% on performance levels in 2017/18.

Further information: In 2018/19, the council received nine public health complaints which required attendance by the next working day, all of which were responded on time. Inverclyde Council has a duty to investigate and take necessary action on any situation which may result in a statutory nuisance. Complaints about nuisances are investigated via the powers in The Environmental Protection Act 1990. More information on public health nuisances can be found here: <https://www.inverclyde.gov.uk/environment/environmental-health/public-health-and-nuisances>

6f. Indicator detail: Food Hygiene Inspections

Food safety hygiene inspections: % of premises which are broadly compliant			
2016/17	2017/18	2018/19	Target
82.3%	84.4%	86.2%	85%

What the data tells us: In 2018/19, the number of premises compliant with food safety hygiene regulations rose by 1.8%, taking performance to above target.

Further information: Councils are responsible for enforcing food hygiene laws and this performance indicator is based on Inverclyde Council's annual return to the Food Standards Agency: the Local Authority Enforcement Monitoring System (LAEMS) return. The document outlines the Council's performance against its inspection programme. The inspection programme for LAEMS is based on the risk rating of the premises (A-E), with inspection of premises due at intervals based upon that risk rating. In 2018/19 there were 638 liable premises, 8 less than in 2017/18. The number of premises that were broadly compliant in 2018/19 was 550 compared to 545 in the previous year.

		Status	
Corporate Plan Organisational Priority 7	To protect and enhance our natural and built environment		
Total CO ₂ emissions within the scope and influence of the council		●	green – improved
Percentage of building warrants assessed within 20 working days of registration		●	green – slight decline but target achieved
Responses to completion certificates within 10 working days		●	red – below target
Percentage of category 1 potholes made safe within 24 hours of notification		●	green – improved

7a. Indicator detail: Inverclyde's 'area-wide' carbon emissions

SPI 022K	CO ₂ emissions within the scope of influence of the local authority, per capita, in CO ₂ tonnes		
2015	2016	2017	Target
4.5t	4.3t	4.2t	4.2

What the data tells us: Inverclyde's 'area-wide' emissions decreased by 0.1 tonnes per capita between 2016 and 2017 (2017 is the most recent data available), which meant that the target was achieved.

Further details: This indicator calculates emissions from the use of gas, electricity and other fuels by the industrial and commercial, agricultural and domestic sectors, along with emissions from the transport sector. Inverclyde's emissions have been consistently lower than the Scottish average since 2005.

CO ₂ emissions within the scope of influence of the local authority, per capita, in CO ₂ tonnes				
Year	Inverclyde total	Scotland total	Difference	Inverclyde population estimate used in calculation
2015	4.5	5.7	-1.2	79,500
2016	4.3	5.5	-1.2	79,160
2017	4.2	5.3	-1.1	78,760

To find out more about 'area wide' emissions please visit: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2017>

7b &c. Indicator detail: Planning

Building warrants: % assessed within 20 working days of registration			
2016/17	2017/18	2018/19	Target
99.8%	96.7%	95.1%	95%

Completion certificates: responses to requests within 10 working days			
2016/17	2017/18	2018/19	Target
98.7%	91%	85.1%	95%

What the data tells us: There was a decrease in the percentage of building warrants assessed within 20 working days of registration in 2018/19. The target of 95% was however still achieved. The percentage of completion certification responded to within 10 days fell by 5.9% in 2018/19 to 85.1%, meaning that the target was not achieved.

Further details: Whilst there was a small decrease in performance for the percentage of building warrants assessed within 20 working days of registration, this was the result of significant resource challenges as a result of staff shortages that were faced during the year. In view of this, the service is pleased that performance has remained above target.

The council has entered into a short-term partnership with Argyll and Bute Council to assist in the plan checking of building warrants. This enables Inverclyde Council officers to allocate more resource to site inspection work and will reduce the time taken in accepting completion certificates.

7d. Indicator detail: Roads

% of Category 1 potholes made safe within 24 hours of notification			
2016/17	2017/18	2018/19	Target
94.3%	100%	100%	90%

What the data tells us: The data shows that for the second consecutive year, the Council achieved maximum performance in terms of the number of Category 1 potholes that were made safe within 24 hours of notification.

Further information: A category 1 pothole refers to emergency defects that should be corrected or made safe at the time of inspection, where this is practicable. In 2018/19, there were nine Category 1 potholes in the area, all of which were made safe within 24 hours of the council being notified.

Inverclyde Council's is responsible for the maintenance of approximately 369km of carriageway. Historically, the area had a high percentage of roads, footways and street lighting which required maintenance treatment. In 2012, Inverclyde Council invested £29 million in a five year improvement programme and as a result, 220 km of roads and pavements have been treated and upgraded, which has resulted in a reduction in the number of Inverclyde's roads which require maintenance treatment. A subsequent £15 million investment programme was also agreed in 2017, with the aim of achieving more positive results in the improvement of the road network. 2018/19 performance figures for the roads network show that 37.5% of Inverclyde's roads network should be considered for maintenance treatment, compared to 49% in 2012/13.

		Status
Corporate Plan Organisational Priority 8	To preserve, nurture and promote Inverclyde's unique culture and heritage	
The SPI / KPI performance indicators for the number of visits to the Museum and Libraries are reported through the LGBF performance figures contained in Appendix 2.		

		Status
Corporate Plan Organisational Priority 9	To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	
Benefits administration: gross cost per case (£)	●	green – performance improved
Accuracy of benefits processing	●	green – performance improved
Digital transactions: % of digital transactions	No target was set for these indicators in 2018/19 due to first year of data.	
Rating of the Council's website		
PCIP score	●	green – performance improved
The percentage of pest control services attended within 5 working days	●	green – slight decline but above target
The percentage of consumer complaints completed within 14 days	●	amber – performance slightly declined

9a&b: Indicator detail: Benefits processing

Benefits: gross administration cost per case in £			
2016/17	2017/18	2018/19	Target
£39.64	£45.37	£37.77	£45.00

Benefits: accuracy of processing - % of cases where the calculation of Benefit due was correct			
2016/17	2017/18	2018/19	Target
99.6%	99.6%	100%	99%

What the data tells us: The data shows that the gross administration cost per benefit case in 2018/19 fell by £7.60. The cost per case is now at its lowest amount since 2012/13.

Maximum performance (100%) was achieved in terms of the accuracy of benefits payments calculations, with performance exceeding the target.

Further information: The decrease in the gross administration cost per case for Housing Benefit is due to staffing reductions arising from approved savings which outstripped the decreasing case load. A saving was agreed as part of the 2018/19 Budget which has helped to reduce costs in this year. Other costs are out with the control of the Benefits service and recharges such as accommodation charges have an impact on costs. The Benefits service does, however, have controls in place to ensure controllable costs are kept to a minimum.

Achieving accuracy in benefits processing is a priority for the council. The council is committed to paying the right benefit, to the right person, every time. The consistently high level of accuracy of Benefits payments reflects the robust quality assurance measures in place within the Benefits service; this is an example of the effective management and hard work delivered by the service.

9c. Indicator detail: Digital Access and Channel Shift

The percentage of transactions that are digital (as a percentage of all transactions)			
2016	2017	2018	Target
New indicator	New indicator	6.5%	Baseline data 2018/19 10% (2019/20)

What the data tells us: In 2018 6.5% of transactions with Inverclyde Council were made via the Inverclyde Council mobile app or website. This indicator has been included in this SPI / KPI Annual Report for the first time and the 2018 performance figure provides the baseline data from which a future performance target has been set. The target for this indicator is for 10% of interactions with the Council to be without intervention at the Customer Service Centre by 2019/20, by utilising the web or mobile app for self-service in respect of general enquiries and service requests.

Further information: There is a demand for faster, easier contact as ways of working and communicating. As such, Channel Shift is a key priority for the council and progress is tracked through the Digital Strategy Action Plan as well as the Customer Service Action Plan.

Currently, the 3 primary methods of contacting the council are by telephone, face to face and by email. The number of customers using electronic means of contact such as the mobile app remained small in the past year, however it is anticipated that the increase in the availability of self service to customers, for example, to book and pay for bulky uplifts, together with developments underway as part of the Digital Strategy to implement Revenues Citizens Access and the roll out of MyAccount, will help drive the shift to more digital channels of contacting the council.

When selecting channels of contact, it is important to understand citizens’ access to technology, the type and complexity of the contact, their personal preference as well as their skill set. This is particularly relevant locally given the levels of deprivation and vulnerability and the council recognises that face to face and telephony service provision will be a necessity for the foreseeable future regardless of the range of digital channels made available.

9d. Indicator detail: Rating of the council’s website

Website accessibility: BetterConnected+ website score			
2017	2018	2019	Target
-	-	4.6	Baseline data 2018/19 5.5 (2020)

What the data tells us: This is a new SPI indicator which has been introduced in recognition of the importance of having a website that is accessible and user friendly, particularly as the range of services that are available online increases. In 2019, Inverclyde Council achieved an independent website rating score of 4.6 /10.

Further information: A new approach to the assessment of councils’ websites was implemented following the partnership of SOCITM (Society for innovation technology and modernisation) and Sitemore. Automated assessments are carried out on the first visited 125 HTML pages and 10

PDFs on a council's website and a report is compiled on the council's compliance with accessibility standards. The assessment of Inverclyde Council's website was carried out in January 2019.

Councils' websites are awarded a score out of 10, whereas in previous year, the assessment resulted in a star rating out of 4, meaning that it is not possible to compare performance in 2019 with previous years. The site score is calculated with the results from the PDF score; Spelling Score; Performance Score; Metadata Score; Accessibility Score. Councils are provided with a report on the assessment findings.

As with the Channel Shift measure above, this is a new performance indicator in the SPI/ KPI Annual Report and the target that has been set is for 2020, using the 2019 performance score as the baseline for improvement.

9e: Indicator detail: PCIP score

2015	2016	2018	Target
Not available.	66%	70%	68%

What the above data tells us: The data shows the council's PCIP score improved by 4% between 2016 and 2018, meaning that the target was exceeded. The council's score of 70% means that performance falls into banding F1, which is the highest performance band.

Further information: The former Procurement Capability Assessment (PCA) was replaced in 2016 with the Procurement and Commercial Improvement Programme (PCIP) which has a different criteria and scoring mechanism. Under the new PCIP framework the organisations are assessed every two years, covering leadership and governance; development and tender; contract; and purchasing processes.

The second audit of the Council's procurement service under the PCIP was carried out on late in 2018 by Scotland Excel, the Centre for Procurement Expertise for Scotland. Inverclyde Council's performance compares favourably with other local authorities.

You can find more information on procurement in Inverclyde Council here: <https://www.inverclyde.gov.uk/business-and-trade/procurement>

9f. Indicator detail: Pest control

Pest control: service requests - % attended within 5 working days			
2016/17	2017/18	2018/19	Target
98.1%	99.8%	99.3%	95%

What the data tells us: Between 2017/18 and 2018/19, there was a very small decrease (of 0.5%) in the number pest control service requests that were attended within five working days. Despite this, performance remains very high and above target.

Further information: In 2018/19, the council received 539 pest control service requests which required attendance within five working days, only four of which were not responded to within that timescale. This was 108 more requests than in 2017/18.

Public health relates to the health and well-being of the whole community and is a key area of commitment for Inverclyde Council. The Council has a duty to investigate and take necessary action on situations which may result in a statutory nuisance. Complaints about pests are investigated under powers included in The Environmental Protection Act 1990. To find out more about the Council's pest control service visit: <https://www.inverclyde.gov.uk/environment/environmental-health/pest-control>

9g. Indicator detail: Trading Standards

Trading standards: % of consumer complaints completed within 14 days			
2016/17	2017/18	2018/19	Target
95%	92.1%	90.9%	95%

What the data tells us: There was a decrease in the number of trading standards complaints completed within 14 days in 2018/19, down 1.2%. The target was not achieved.

Further information: In 2018/19 164 consumer complaints were received, the same number as in 2017/18. 149 were completed within 14 days in 2018/19 compared to 151 in 2017/18, which accounts for the small difference in performance.

Appendix 1

All consumer advice for Inverclyde residents is given by Advice Direct Scotland (ADS). Complaints from the CAS are categorised as *notifications* and *referrals*. The bulk of customer complaints come to Trading Standards as *notifications* i.e. the CAS has provided advice and there is no further action required; these are not included in the performance indicators but are monitored for any underlying trends. *Referrals*, usually where there is a suspicion of illegal trading, form the basis of these performance indicators. In these cases, Trading Standards Officers will investigate further.

You can find more information on trading standards here: <https://www.inverclyde.gov.uk/business-and-trade/trading-standards>

		Status	
Corporate Plan Organisational Priority 10	To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs		
The number of abandoned calls made to the Customer Service Centre (i) revenues and benefits enquiries (ii) other council services		●	green – performance improved
The percentage of performance appraisals completed in the year and individual development plans agreed		●	green – performance improved

10a. Indicator detail: Customer Service Centre calls

Customer Service Centre: % of abandoned calls – Revenue and Benefits enquiries				
	2016/17	2017/18	2018/19	Target
Revenues and Benefits	23%	25%	18%	20%
Other council services	7%	7%	6%	7%

What the data tells us: There was an improvement in the percentage of abandoned calls to the customer contact centre in 2018/19 for both revenues and benefits and other council services. The targets for both measures was achieved.

Abandoned call levels for Revenues and Benefits improved from 25% in 2017/18 to 18% in 2018/19. This is a credible performance given that the team lost 3 experienced members of the Revenues and Benefits team at the end of 2018 and intensive training was required for the new members of staff. For other council services, the abandoned call level improved slightly from 7% in 2017/18 to 6% in 2018/19.

Further information: The number of calls to revenues and benefits and other council services decreased by 15% and 7% respectively between 2017/18 and 2018/19. The total number of contacts to both also decreased over the same period.

For Revenues and Benefits, the average time that customers had to wait for their call to be answered improved from just over 2 minutes in 2017/18 to just under a minute in 2018/19. The number of customers interviewed decreased by 3% in 2018/19 compared to a 12% reduction in 2017/18. It had been expected that this figure would continue to drop year on year as Universal Credit rolls out, however the delays to the

planned migration of Universal Credit means that the Housing Benefit caseload is not reducing at the rate predicted. The migration to Universal Credit is not expected to be fully rolled until 2024.

10b. Indicator detail: Performance Appraisal

% of performance appraisals completed in the year and individual development plans agreed			
2016/17	2017/18	2018/19	Target
93%	94%	97%	95%

What the data tells us: There was a 3% increase in the number of performance appraisals that took place in 2018/19 and individual development plans agreed, taking performance achieved in the year to above target.

Further information: Inverclyde Council is focused on having and developing a workforce which is skilled and driven to deliver excellent services, as well as being satisfied at work. This can partly be achieved by working with employees to ensure that their performance is recognised, rewarded and developed over time and performance appraisals are part of a wider plan to ensure this happens. The appraisals are an opportunity for employees and their managers to consider how they carry out their work against agreed core competencies which reflect current and future council priorities, with the aim of identifying what they do well, as well as areas of their work which may benefit from development.

A key part of the performance appraisal process is to identify training needs now and for the future and the creation of individual development plans to meet these needs. Refresher training is available for employees and managers and guidance has been issued and promoted to ensure our performance appraisal process is as effective as possible and supports succession planning across the council.

Every employee has an important role to play in helping the council achieve its corporate aims, objectives and outcomes which are set out in the Corporate Plan 2018/22 and the Corporate Directorate Improvement Plans 2019/22 and it is important that performance appraisals show the contribution that employees make to the achievement of these corporate priorities, so that all employees know how they are helping to make Inverclyde Council a better organisation and achieve the council's vision of getting it right for every child, citizen and community.

Inverclyde Council Statutory and Key Performance Indicators Annual Report 2018/19

Local Government Benchmarking Framework Indicators

Inverclyde Council has a statutory duty to capture and record how well it performs in relation to a wide range of performance information, in accordance with the Audit Scotland SPI Direction 2018.

One component of the SPI Direction is the Local Government Benchmarking Framework (LGBF), details of which will be published by the Improvement Service in January 2020, including the Council's ranking in comparison to other Scottish local authorities. In the meantime however, the performance data submitted to the Improvement Service to assist in the compilation of some of the LGBF indicators is provided here in this Appendix. You can view historical LGBF performance data here: <http://www.improvementservice.org.uk/benchmarking/index.html>





The status column indicates where performance is:-

green – target has been met or exceeded amber – target not achieved but within tolerance red – performance is below set tolerance level

Some of the information provided by Councils is contextual and is used by the Improvement Service to calculate the final indicators. On that basis therefore, it is not considered appropriate to include in this Appendix performance information for the following indicators.

Sport and Leisure Management (indicator reference: C&L1)	<p><i>Number of attendances at all pools</i> <i>Number of attendances at indoor sports facilities excluding pools in a combined complex</i> <i>Number of attendances at outdoor sport and leisure facilities</i></p> <p>These attendance figures are used to calculate the cost per attendance at sports facilities</p>
Council Tax Income (indicator reference: Corp 7)	<p><i>Income due from council tax for the year excluding relief and rebates</i></p> <p>This figure is used in the calculation of the overall percentage of council tax that was received for the year</p>
Refuse Collection (indicator reference: ENV1a)	<p><i>Number of premises for refuse collection (household and commercial)</i></p> <p>The figure is used in the calculation of the cost per premise.</p>

		Status	
Sickness absence			
CORP 6	Sickness absence: the average number of working days per employee lost through sickness absence - Inverclyde Council teachers	●	Green – improved performance
CORP 6	Sickness absence: the average number of working days per employee lost through sickness absence - all other Inverclyde Council employees	●	Green – improved performance
Equal opportunities			
CORP 3b	Equal opportunities policy: the % of the highest paid 5% among Inverclyde Council employees that are women (excluding teachers)	●	Green – improved performance
Corp 3c	Equal opportunities policy: the gender pay gap between the average hourly rate of pay for male and female Inverclyde Council employees	●	Green – improved performance
Council Tax			
CORP 4	Council Tax: collection - cost of collecting Council Tax in £ per dwelling (all dwellings, not just chargeable)	●	Green – improved performance
CORP 7	Council Tax income: % of income due for the year that was received by the end of the year	●	Green – improved performance
Payment of invoices			
CORP 8	Payment of invoices: % of invoices sampled and paid within 30 days	●	Amber –slight decrease in performance and is below target

Asset management			
CORP ASSET 1 & 2	Asset management: gross internal floor (GIA) area of operational buildings - % proportion of the GIA that is in a satisfactory condition		Green – improved performance
CORP ASSET 1 & 2	Asset management: operational buildings - % that are suitable for their current use		Green – improved performance
Museum services			
Culture & Leisure 3	Museum services: number of visits to/usages of Inverclyde Council-funded or part-funded museums		Amber – performance has a slight improvement but is below target
Use of libraries			
Culture & Leisure 2	Use of libraries: number of visits to libraries		Green – improved performance

a. Indicators detail: Sickness absence

CORP 6	Sickness absence: the average number of working days per employee lost through sickness absence - Inverclyde Council teachers		
2016/17	2017/18	2018/19	Target
5.2 days	5.2 days	4.9 days	9 days

CORP 6	Sickness absence: the average number of working days per employee lost through sickness absence - all other Inverclyde Council employees		
2016/17	2017/18	2018/19	Target
10.9 days	10.6 days	10.4 days	9 days

What the above data tells us: The data shows that there has been an improvement (0.3 days) in both the sickness absence rate of teachers and the sickness absence rate of all other Inverclyde Council employees (0.2 days). The sickness absence rate for teachers is now well below the target of 9 days.

Despite an improvement in the overall number of sickness absence days lost for all other local government employees, the target of 9 days was not achieved, although sickness absence days is at its lowest rate for all three years shown.

Inverclyde Council's performance for these indicators compared to other Scottish Councils will be published in January 2020.

Further information: Employee costs form a large proportion of the council's budget and it is recognised that high levels of absence represent a significant cost that the council must reduce. The council has in place a challenging absence rate of nine work days per full-time equivalent employee and robust absence management procedures are in place to support employees and reduce the level of absence.

In support of reducing sickness absence, the council works closely with its occupational health provider to ensure that absent employees are given the necessary support to enable them to return to work as soon as possible. We also have an on-line supporting attendance form which has made the escalation of absence cases to HR more efficient and easier for council services.

In addition to the above, the council has undertaken a targeted response to absence management where areas of concern have been identified this has ensured attendance management has been brought to the top of the agenda in a variety of ways:

- real time information is available is available to managers via the automated HR/Payroll system;
- HR produce and distribute attendance at regular intervals by section, establishment and employee;
- the Local Negotiating Committee for teachers and head teacher meetings are attended by HR where attendance is discussed;
- attendance is an established item at the Trades Union Liaison meetings and HR attends Directorate Management Team meetings on a regular basis to discuss this; and
- training on supporting attendance includes lunch time drop-in type meetings, where managers can meet an HR representative to discuss attendance issues.

The council uses an electronic data collection and extract all statistics from the Council's HR/Payroll management system. Council Services have access to absence reports which allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also sent quarterly absence information as part of their quarterly Workforce Information Activity Reports.

Maximising employee attendance is a key area of focus in the People and Organisational Development Strategy 2017/20. The council also has a Managing Attendance Policy and a Supporting Employee Attendance Policy which are refreshed on a regular basis to reflect legislative changes and best practice.

b. Indicator detail: Equal opportunities policy

CORP 3b	Equal opportunities policy: the % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers)		
2016/17	2017/18	2018/19	Target
52.9%	53.9%	58.7%	55%

CORP 3c	Equal opportunities policy: the % gender pay gap between the average hourly rate of pay for male and female Inverclyde Council employees		
2016/17	2017/18	2018/19	Target
9.3%	8.7%	8.2%	Reduce gap

What the above data tells us: There was a 4.8% increase in the percentage of Inverclyde Council employees who are female and in the top 5% of earners. In 2018/19, 115 women fell into the category of the top 5% of earners, compared to 110 in the previous year.

The gender pay gap indicator was introduced by the Improvement Service in 2015/16. The data shows that the gender pay gap in Inverclyde Council fell again by 0.5% in 2018/19, which represents an improved performance.

Inverclyde Council's performance for these two indicators compared to other Scottish councils will be published in January 2020.

Further information: The gender pay gap indicator was introduced to the Local Government Benchmarking Framework to provide a broader view of the gender pay balance across all employees in the Council, as well as a better representation of the progress Scottish local authorities are making in improving equality outcomes. The gender pay gap in Scotland in 2018 was 15%, compared to 17.9% in the United Kingdom.

Organisations like Inverclyde Council are required to produce an annual Gender Pay Gap Report and explore any grade issues which emerge. These are often reasons for such issues including, for instance, cases when new employees from one gender are usually appointed to particular posts at the starting point of a grade; examples of such posts include catering and cleaning appointments.

Following approval by the Policy and Resources Committee on 26 March 2019, the Council published its Equality Mainstreaming Report 2019, Progress on Equality Outcomes 2017/21 and Equal Pay Statement 2019. To view the information, visit: <https://www.inverclyde.gov.uk/council-and-government/equality-and-diversity>

c. Indicator detail: Council Tax

CORP 4	Council Tax: collection - cost of collecting Council Tax in £ per dwelling (all dwellings, not just chargeable)		
2016/17	2017/18	2018/19	Target
£12.60	£12.73	£9.99	£16.00

CORP 7	Council Tax income: % of income due for the year that was received by the end of the year		
2016/17	2017/18	2018/19	Target
95.3%	95.5%	95.7%	95.5%

What the above data tells us: Following a small increase in the cost of council tax collection between 2016/17 and 2017/18, costs fell to £9.99 in 2018/19, which is the lowest level to date.

There has been a year on year improvement in the Council Tax collection rate and in 2018/19 the percentage of council tax income that was collected reached its highest ever level collection rate and exceeded the target of 95.5%.

The reduction in the cost of collection of Council Tax is due to a combination of reductions in staffing numbers and a review of central allocation costs to more accurately reflect usage.

Inverclyde Council's performance for these indicators compared to other Scottish councils will be published in January 2020.

Further information: The amount of income due to the Council from council tax increased from £29,958,870 in 2017/18 to £30,946,147 in 2018/19 and of this, £29,607,091 was received by the end of the year, representing a collection rate of 95.7%.

The percentage of Council Tax income received by the end of the year is an area that is constantly monitored and fresh initiatives implemented where it is identified that collection levels could be improved. Quarterly performance information is reported through the progress reports on the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2019/22; to view the Plan please visit:

<https://www.inverclyde.gov.uk/council-and-government/strategies-policies-and-plans/directorate-and-service-planning/environment-regeneration-and-resources>

d. Indicator detail: Payment of invoices

CORP 8	Payment of invoices: % of invoices sampled and paid within 30 days		
2016/17	2017/18	2018/19	Target
96.64%	97.1%	95.9%	97%

What the above data tells us: There was a 1.2% decrease in the percentage of invoices that were paid within thirty days. The target of achieving the same performance level as the previous year was not achieved. Last year Inverclyde was the top ranked local authority in Scotland and is still expected to rank in the top performance quartile in 2018/19.

Inverclyde Council's performance for this indicator compared to other Scottish councils will be published in January 2020.

Further information: The council is constantly looking to see where it can improve efficiency and this is an area where efficiencies have been made, for example, the Creditors' Team has reduced in size as council services and Finance work together to maintain performance.

The council's focus is to maintain performance and look to see where we can improve payment times to local suppliers to 20 days rather than the statutory 30 days. While this will not make a difference to this indicator, it will improve cash flow to local businesses.

This information is reviewed annually through the Directors of Finance performance indicators. Performance is also monitored on a monthly basis and reported in progress reports on the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2019/22.

e. Indicator detail: Asset Management

CORP ASSET 1 & 2	Asset management: gross internal floor (GIA) area of operational buildings - % proportion of the GIA that is in a satisfactory condition		
2016/17	2017/18	2018/19	Target
91.1%	91.4%	92%	92%

CORP ASSET 1 & 2	Asset management: operational buildings: % that are suitable for their current use		
2016/17	2017/18	2018/19	Target
90.2%	92.4%	92.9%	92.7%

What the above data tells us: The data shows that there has been a year on year improvement in both the proportion of the internal floor area of operational buildings that is in a satisfactory condition and the percentage of operational buildings that are suitable for their current use. The target was met or exceeded for both indicators.

Inverclyde Council's performance for these indicators compared to other Scottish councils will be published in January 2020.

Further information: Between 2017/18 and 2018/19 the Council reduced its total number of operation buildings by 4, from 131 to 127. In 2018/19, 118 of these 127 buildings (92.9%) were suitable for their current use.

Over recent years, condition surveys have been carried out on the majority of the Council's operational property portfolio. On receipt of these surveys, all essential/urgent works were completed and a programme of planned maintenance established. In 2018/19, Inverclyde Council continued with its upgrade of the school estate, including:

- the refurbishment of Moorfoot Primary School was completed and become operational in early June 2018
- the new build Glenpark Early Learning Centre was complete and become operational in late June 2018
- The refurbishment of the former Aberfoyle Road offices for Glenbrae Children's Centre was complete and became operational in mid-July 2018
- The new build at St Ninian's Primary School was complete and become operational in August 2018
- The refurbishment and extension of St. Mary's Primary School commenced on site in November 2018
- The extension to Gourrock Primary School commenced on site in February 2019

In addition to the above, the council has continued to progress its office and depot rationalisation programme.

The suitability of operational accommodation is measured through the use of questionnaires. Questionnaires are issued to all occupiers as they are best placed to advise on the suitability of the property for their council service. The questionnaires are broken down into sections which

analyse a number of factors and council services are asked to grade each question. All properties are broken down into sections which analyse a number of factors and council services are asked to grade each question. All properties receiving an overall ‘A’ or ‘B’ rating are considered suitable, those with a ‘C’ or ‘D’ rating not.

Once questionnaires are returned from service users, the appropriate overall percentage of properties suitable for their current use is calculated. New questionnaires are issued every five years, or earlier if there has been a significant change to the property, or if the service user changes. The questionnaires were compiled following discussion with other Scottish councils therefore all returns should be on roughly the same basis. Results are also benchmarked at the Association of Chief Estate Surveyors’ meetings. The council is currently developing a new Asset Management Strategy.

f. Indicator detail: Museum Services

C&L 3	Museum services: number of visits to/usages of Inverclyde Council-funded or part-funded museums		
2016/17	2017/18	2018/19	Target
70,256	57,053	57,076	65,000

What the data tells us: The data shows that museum visitor numbers in 2018/19 was on a par with 2017/18 visitors. The reason for the substantial fall in the numbers since 2016/17 is due to the closure of the Watt Institution, which comprises the McLean Museum and the Watt Library to allow an extensive programme of fabric repairs to the building to take place. The number of visitors shown therefore refers to the number of online visits only.

Inverclyde Council's performance for this indicator compared to other Scottish councils will be published in January 2020.

Further information: The main focus of the Museum service in 2018/19 was to facilitate the major repair works in the Watt institution and provide curatorial assistance to commercial removers tasked with moving exhibits and cases at different stages. With the closure of the Museum for the whole of 2018/19, the visitor figures shown above represent the number of online visits to the Museum’s database *Collections Online*. The physical visits made to the Heritage Hub have been included in the library visitor numbers for the period that it was in operation during August 2017 - December 2018 and are not included here.

Considerable investment of time and effort has been made in expanding the online presence of the Museum’s collections, giving access to enquiries worldwide. The McLean Museum is also a significant partner in the National Museums of Scotland’s current Ancient Egypt and East Asia Programme. The Museum’s online collections can be viewed here: <https://mcleanmuseum.pastperfectonline.com/randomimages>

g. Indicator detail: Use of libraries

C&L 2	Use of libraries: number of visits to libraries			
	2016/17	2017/18	2018/19	Target
	418,079	428,785	671,212	423,000

What the data tells us: There has been a substantial increase in the number of visits to libraries over the period 2018/19. This is due to the number of visits to libraries including virtual visits for the first year.

Inverclyde Council’s performance for this indicator compared to other Scottish Councils will be published in January 2020.

Further information: Inverclyde Libraries provide services to anyone who lives, works or visits Inverclyde, this included access to books, reading and authors; free internet access, support to use technology; learning opportunities and events and activities. In 2018/19:

- There were 671,212 visitors across libraries service points, borrowing 162,730 items. Of the 671,212 visitors, 256,465 were in person and 414,747 were online visits.
- 35,220 people attended 1,931 events and activities, from Bookbug sessions, to author events and IT classes and local history talks.

Service delivery continued to evolve over the year to ensure that it stayed relevant to local communities as well as introducing new aspects to the service. Inverclyde libraries continues to work in partnership with Community Learning and Development service by hosting basic computing courses and work clubs, aimed at enhancing the employability skills of jobseekers. Over 1,000 participants attended the sessions throughout the year. More information on the work carried out by Inverclyde Council’s Cultural Services, which incorporates Libraries and the Museum, can be found in the Cultural Services Annual Report 2018/19. To find out more about the range of services offered by Inverclyde libraries, visit <https://www.inverclyde.gov.uk/community-life-and-leisure/inverclyde-libraries>