
Report To:	Policy & Resources Committee	Date:	16 November 2021
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	PR/18/21/AH
Contact Officer:	Andrina Hunter	Contact No:	01475 712042
Subject:	Corporate Policy, Performance and Organisational Development Update Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy & Resources Committee with an update on a number of issues relating to corporate policy, performance and organisational development.

2.0 SUMMARY

- 2.1 This report provides the Committee with an update on a number of performance, policy and organisational development issues relating to:

- The Corporate Annual Performance Report which provides an update on progress made in 20/21 against the Council Corporate Plan priorities and the Statutory Performance Indicators (SPIs).
- An update on guidance for the Fairer Scotland Duty published by the Scottish Government. This places a legal responsibility on public bodies to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.
- Updated Life Expectancy data published by the NRS which shows a decrease in life expectancy for both male and females in Inverclyde.
- An update on the Workforce Information and Activity Report (WIAR) which includes key information on attendance, performance and workforce demographics.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy & Resources Committee:
- a. Note the progress made against the Corporate Plan priorities and SPIs and approve the Annual Performance Report.
 - b. Note the updated guidance on the Fairer Scotland Duty.
 - c. Note the new Life Expectancy data.
 - d. Note the Workforce Information and Activity Report (WIAR).

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0 CORPORATE PLAN ANNUAL PERFORMANCE REPORT

- 4.1 The Annual Performance Report aims to provide a balanced view of the Council's progress in achieving its Corporate Plan organisational priorities in 2020/21. It brings together for the first time the main elements of the Corporate Plan Annual Report and the Statutory Performance Indicator (SPI) Annual Report, which were previously considered separately by Policy & Resources Committee. The move towards a single Annual Performance Report assists in streamlining the Council's corporate performance reporting framework.
- 4.2 The Annual Performance Report 2020/21 is attached as Appendix 1 for the consideration and approval of the Committee. A range of information is provided for each organisational priority:
- (i) The outcomes that the Council aims to achieve in the delivery of its priorities;
 - (ii) The potential impact of Covid-19 going forward on the delivery of our outcomes;
 - (iii) A 'performance snapshot' providing details of performance in 2020/21 for a small number of indicators;
 - (iv) Achievements in 2020/21;
 - (v) Performance Dashboard – a framework that brings together the performance indicators that underpin the Corporate Plan and our annual statutory performance indicators.
- 4.3 The report also includes a section 'What our communities told us 2020/21' which makes reference to the topics covered in the two Citizens' Panel surveys carried out during the year.
- 4.4 Key highlights from the report include:
- The successful launch of the Discover Inverclyde website and additional funding from the Scottish Government of £40,000 to promote the towns of Gourock, Greenock and Port Glasgow
 - Over £23million administered by the Council in 20/21 to support local businesses
 - 93.3% of school leavers participating in education, training or employment
 - 1,200 digitally excluded school pupils provided with laptops and 350 with Wi-Fi
 - Free school meals during term time and holidays benefitting almost 4,000 children
 - Successful implementation of the 1140 nurse hours policy
 - Development of a new Wellbeing service for children and young people
 - 46.5% reduction in the Council's carbon emissions
 - Visits to the McLean Museum increased from 42,277 to 48,146 in 20/21
 - Successful bid to the national Regeneration Capital Grant Fund for £1.2million to transform the King George VI building in Port Glasgow into a new community hub
 - 65% of all transactions with the Council were made digitally, an increase from 14% in 19/20
 - Extensive support to staff to support Wellbeing
 - Improved sickness absence rate for all full time employees improved in 20/21 from 9.2 days to 7 days
 - Range of awards for council teams and services
- 4.5 Highlighted within the report are examples of projects and initiatives delivered with partners that support the work of the Inverclyde Alliance and the aspirations of the Inverclyde Outcomes Improvement Plan (IOIP). The IOIP Annual Report 2020/21 sets out progress in the delivery of the partnership strategic priorities and is available here: <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

5.0 FAIRER SCOTLAND DUTY

- 5.1 The Fairer Scotland Duty, Part 1 of The Equality Act 2010, came into force in Scotland in April 2018 and places a legal responsibility on public bodies in Scotland to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.
- 5.2 The Scottish Government published interim Guidance three years ago. A report on the Guidance was considered by the Policy & Resources Committee at its meeting on 18 September 2018: <https://www.inverclyde.gov.uk/meetings/meeting/2092>
- 5.4 The final Guidance was published on 4 October 2021 and is available to view here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/> There are no material differences between the interim and final versions of the Guidance, however the Covid-19 pandemic and its impacts are reflected in the finalised Guidance. This highlights how important consideration of socio-economic disadvantage is in decision-making in order to tackle the unequal impact on those on low incomes, with low wealth, in material deprivation or living in deprived areas.
- 5.5 Arrangements will be made regarding awareness-raising sessions on the finalised Guidance, facilitated by the Improvement Service.

6.0 LIFE EXPECTANCY

- 6.1 National Records of Scotland published new life expectancy statistics for Scotland and all Council areas on 23 September 2021. The latest figures show a decrease in life expectancy in Inverclyde with life expectancy at birth for Inverclyde males falling from 74.9 years to 74.3 years, the fourth lowest in Scotland. Female life expectancy at birth in Inverclyde has decreased from 79 years to 78.6 years and is the second lowest in Scotland.
- 6.2 Over the last year life expectancy has fallen in all UK countries and Scotland continues to have the lowest life expectancy at birth in the UK. The average life expectancy at birth for males in Scotland is 76.8 years and 81.0 years for females.
- 6.3 The high number of excess deaths in 2020 is cited as the reason for the fall in life expectancy, although drug-related deaths also had a negative impact on life expectancy for males. Life expectancy data will provide important evidence as to whether the impact of the pandemic is a one-off shock or whether it will have a sustained impact on mortality.

7.0 WORKFORCE INFORMATION & ACTIVITY REPORT (WIAR)

- 7.1 The Workforce Information and Activity Reports include key information for Directorates on attendance, performance and workforce demographics and are designed to encourage participation in organisational development and support workforce planning activity and analysis.
- 7.2 Reports are produced quarterly for the full Council and by Directorate. A yearly WIAR (Full Council) is produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments and its contents are reported to the Policy and Resources Committee on an annual basis.
- 7.3 Key highlights from the report include:
 - A decrease in absence levels reported for 2020/2021 with 6.92 workdays lost per employee compared to 9.18 days in 2019/20. Around 63% of employees had no days of sick leave for the period 2020/2021. It should also be noted that none of the absence statistics include covid-19 related absences, except section 1e – Covid -19 Absence Rates, which includes information that was reported to P&R on a regular basis.

- Number of employees has increased in the past year from 4109 in 2019/20 to 4254 in 2020/21; also the number of FTE employees has increased from 3367.99 FTE in 2019/20 to 3,489.20 FTE in 2020/21
- 80% of our employees have permanent employee status and 20% of our employees have temporary employee status. In 2019/20 81% of our employees had a permanent status and 19% were temporary
- The number of modern apprentices have increased year on year over the past 4 years from 25 in 2017/18 to 38 in 2020/21.
- Employee turnover sits at just above 7.17% which is slightly less than previous years. In 2019/20 the turnover rate 9.42%
- The percentage of our employees who are members of the pension scheme has increased over the past 3 years and currently sits at 91%.
- Work life balance requests show a downward trend sitting at 61 received for 2020/21. 95 requests were made in 2019/20.
- 99 employees have utilised the buy and bank leave scheme which is a decrease in activity. In 2019/20 224 employees utilised this scheme
- 47 employees have taken advantage of our cycle to work scheme, which is a decrease from last year – 64 in 2019/20

7.4 A link to the latest yearly Workforce Information and Activity Report for the year 1 April 2020 to 31 March 2021 can be found here (<https://www.inverclyde.gov.uk/jobs-and-careers/working-for-the-council/people-and-organisational-development-strategy>) and a presentation to members on the content of the annual report has taken place.

8.0 IMPLICATIONS

Financial Implications

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

Financial Implications - Annually Recurring Costs/(Savings)

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

8.2 Legal

There are no direct legal implications arising from this report.

8.3 Human Resources

There are no direct human resources implications arising from this report.

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

YES

X

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.

X

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

X

NO

9.0 CONSULTATION

9.1 None.

10.0 LIST OF BACKGROUND PAPERS

10.1 None.

Inverclyde Council

Annual Performance Report

2020/21



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Foreword

Welcome to Inverclyde Council's Annual Performance Report, which provides details of our performance in delivering the priorities within our Corporate Plan 2018/22 and across key service areas.

The Covid-19 pandemic means that this performance report has a different focus from previous years. This year we aim to provide you with a flavour of some of the ways in which the Council has supported residents, communities and businesses during the pandemic and highlight the potential impact of the pandemic on the delivery of our organisational priorities going forward.

Whilst Covid-19 continues to dominate the agenda, it is important not to lose sight of the innovative work delivered by the Council in the past year, some of which is detailed within this report. It also contains a wide range of performance information to help you assess the progress that has been made.

We continue to have huge ambition for Inverclyde and our Corporate Plan sets out our focused priorities that will deliver our vision of 'Getting it Right for Every Child, Citizen and Community'. We know that progress in the delivery of our organisational priorities may have stalled, or been set back, due to Covid-19, however dynamic and flexible recovery planning means that we have identified the actions required to tackle these challenges in order to recover and build resilience to create a stronger, modern Council that is ready for the challenges ahead.

The complex nature of our priorities means that they can only be delivered in the longer term, particularly as we move towards recovery. We will continue to review our progress to ensure that our priorities align with what residents tell us matter to them and that they reflect new opportunities or emerging areas of need.

This report is just one way in which the council strives to keep citizens' informed of how we are performing. You can find more information on performance across a wide range of service areas on our performance pages which you can find by clicking on the link below:

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

As always, your feedback is very important to us and contact details are provided at the back of this report if you would like to provide your views on any aspect of our performance.

Finally, whilst the pandemic has presented us with unprecedented challenges, we fully appreciate that the support mechanisms put in place for individuals, families and communities would not have been possible without the involvement of partners, communities, volunteers and the voluntary sector and local businesses and we would like to thank everyone for their ongoing support during this unprecedented time.

Louise Long
Chief Executive
Inverclyde Council

Councillor Stephen McCabe
Leader
Inverclyde Council

Our organisational priorities

We want to improve the lives of all the residents of Inverclyde however, as a Council we have a particular responsibility to our residents to tackle inequality and support those who are vulnerable or disadvantaged. Our organisational priorities are underpinned by feedback from our communities about the things that are important to them as well as data on areas of particular need locally. They also support the delivery of the Inverclyde Alliance strategic priorities as set out in the Inverclyde Outcomes Improvement Plan. The diagram below shows how the two Plans link, in order to deliver the shared Vision.



COVID -19

In developing our Corporate Plan and agreeing the organisational priorities and the outcomes that we wanted to achieve, it was acknowledged that delivering sustained improvement would be challenging and could only be delivered in the longer term.

The Covid-19 pandemic has both exacerbated existing challenges and created new ones. Research published by the Scottish Government suggests that outcomes associated with health, economy, work, business and culture will be deeply set back by the pandemic and that the long term impact on the labour market will result in higher levels of poverty. Outcomes related to education and children are also expected to be negatively affected, although it is anticipated that the extent of this will take longer to fully emerge.

Findings in relation to outcomes for communities and the environment are more mixed with each being impacted in both positive and negative ways and again, the full impact will become clearer as time progresses.

Some positives have however emerged locally and nationally in response to the pandemic, such as the rapid expansion of digital services to ensure that school children continued to have access to learning, communities and people were kept connected, and the continuation of service delivery. In particular, a huge strength to emerge has been the extraordinary response from Inverclyde's communities in coming together to offer help and support to each other. If this can be sustained and strengthened then there will be a lasting positive impact on communities.

More detail on the potential impact of Covid-19 on the achievement of outcomes is provided throughout this report.

Planning for Recovery

The focus of the Council is now very much on supporting local recovery. The recovery framework to plan for service resumption and support employees back into the workplace has had to be flexible as the response to the pandemic has evolved since March 2020.

An Organisational Recovery Action Plan is being implemented alongside a Partnership Recovery Plan, developed by the Inverclyde Alliance. The Partnership Plan captures the collective input of a wide range of partners and communities under the themed outcomes of Education, Culture and Sport, Health and Wellbeing and Economic and action plans have been developed to support recovery in these key areas.

Both the Recovery Plans are live documents and subject to constant scrutiny and review. At their core are costed action plans, detailing the recovery work of the Council and partners. Updates on the delivery of the Recovery Plans are presented for scrutiny to the relevant Committee and in the case of the Partnership Recovery Plan, to the Alliance Board.

Recovery however will also be affected by a range of factors that are outwith the Council's control, such as policy decisions made by Government as well as changes in the external environment, the most notable of which is the UK's exit from the European Union.

Performance review of the year 2020/21

This Annual Performance Report 2020/21 provides an overview of performance in the delivery of the Council's Corporate Plan 2018/22 by highlighting a number of key achievements throughout the year, supplemented by a range of performance data. It aims to provide a balanced view of the progress that has been achieved in improving local outcomes and service delivery during 2020/21, linked to the delivery of the Council's priorities.

Whilst much of the work associated with our Corporate Plan supports the aspiration of the Inverclyde Alliance Outcomes Improvement Plan to reduce inequalities, the Corporate Plan also reiterates our commitment to the delivery of high quality services and the development of our workforce, which is our greatest asset.

For ease of reference, this report is structured around each of the organisational priorities with information provided in relation to:

- **Our Outcomes 2018/22**

This section outlines the outcomes that we aimed to achieve when we were developing the Corporate Plan.

- **The potential impact of Covid-19 on the delivery of our outcomes**

We anticipate that progress will have stalled, or been set back, in some areas due to the pandemic. A number of areas of concern have come to the fore which may require the Council and partners to respond differently in future.

- **Key Achievements**

Details of some of the key achievements delivered during the year in relation to each priority.

A Performance Dashboard, which brings together the PIs that underpin the Corporate Plan with our annual service key performance indicators (KPIs) is also included within this report. The latest data for each performance measure is provided with a Red, Amber or Green status for each indicator (where applicable) to highlight where the target has been achieved (Green); where the target has been missed, but performance remains within a set tolerance level (Amber); or where performance has fallen below the set tolerable level during the year (Red).

Organisational Priority 1

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

Our outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes



The biggest driver of population change in Inverclyde in recent years has been negative natural change due to deaths outnumbering births. Inverclyde sadly, at the beginning of the pandemic, was affected particularly badly by Covid-19 with the result that there has been a widening of the gap between deaths and births. The latest population estimates show twice the number of deaths as births in Inverclyde between mid-2019 and mid-2020, reflecting the high number of excess deaths in Inverclyde in the few months of the pandemic.

The other driver of population locally is migration. Prior to 2020, there was positive news in relation to migration with a higher number of people moving into Inverclyde than leaving in two out of the previous three years.

It is estimated however that between mid-2019 and mid-2020, net migration was once again negative with an estimated 1,250 people moving into the area and 1,350 leaving Inverclyde. The pandemic is thought to have influenced migration flow with Scotland having its lowest level of net migration in any of the previous 6 years. Brexit too will be an important influencing factor on migration in future years.

In addition, the pandemic has had a negative impact on tourism, hospitality, culture, entertainment and recreation businesses, all of which play a key role in attracting visitors to Inverclyde and will take time to recover.



Performance snapshot 2020/21

75% of Citizens' Panel respondents in 2020 were satisfied with Inverclyde as a place to live, up from 74% in 2018

The gross weekly pay for employees living in the area increased from £544 to £575.70

86% of Citizens' Panel respondents in 2020 were satisfied with their neighbourhood as place to live, the same as in 2018

The estimated number of people moving into Inverclyde decreased from 1,610 in mid-2018/19 to 1,250 in mid-2019/20

Organisational Priority 1

Achievements 2020/21 – A snapshot

Investing in education

The provision of high quality early years, education and learning facilities play a key role in attracting families to move to Inverclyde.

Despite the challenges posed by the pandemic, the Council's £270 million investment in education facilities continued during the year with work commencing on the £2.8 million Larkfield Early Learning Centre in tandem with a £2.4 million extension to Rainbow Family Centre to support the major expansion of free early years' provision. The last full refurbishment project in the school estate was also completed with a £6 million refurbishment of St. Mary's Primary School.

The Council also received independent, national recognition from Education Scotland for its approach to supporting learning at home. Particular praise was given to the support provided to school staff to deliver home learning, the quality of audit work to ensure high and consistent standards, the use of live and pre-recorded lessons, and the focus on the health and wellbeing of pupils.

Promoting Inverclyde

The promotion of Inverclyde and all it has to offer is a key strand of the Inverclyde Population Strategy and Action Plan.

Although launched later than initially planned due to Covid-19, the 'Discover Inverclyde' website went live in July 2020 promoting Inverclyde as a tourism, leisure, retail and the arts forum. By marketing and promoting all that is on offer, the website provides a one-stop shop for residents, visitors, tourists, traders, inward investors and anyone who wants to find out about Inverclyde, helping to secure the future success of the area as a tourist destination for both day and short stay visitors

As a direct result of the Discover Inverclyde initiative, the Council was successful in its bid for Scottish Government funding of £40,000 to promote the towns of Gourrock, Greenock and Port Glasgow.

You can explore the Discover Inverclyde website here: [Welcome to Inverclyde - Discover Inverclyde](#)

Strengthening Community Wealth Building

Community Wealth Building' is a people-centred approach to local economic development and seeks to utilise the power of 'anchor' institutions, which are largely commercial, public and social sector organisations that have a significant stake in a place.

A Community Wealth Building Strategy for Inverclyde has been developed to bring together in a more cohesive way, the actions the Council and its partners will take to embed Community Wealth Building within the organisation, as well as promoting it elsewhere across Inverclyde. Whilst this type of activity has been delivered by the Council for a number of years, this is the first time it has been branded as such until now.

The aim is to create further jobs and opportunities within the third sector economy and redirect wealth back into the local economy, placing greater control and benefit into the hands of local people.

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

Our outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes



The impact of Covid-19 on our communities cannot be overstated. Uncertainties around economic, financial and job insecurity have grown as well as concern over the impact of lockdown on the education and attainment of young people. It is known that feelings of loneliness and isolation have increased due to the loss of opportunity for social interaction and that the pandemic has

exacerbated inequalities for some people. Groups that are most at risk of being affected include households on low incomes or in poverty, low paid workers, children and young people, older people, disabled people, minority ethnic groups and women. Many people will fall into more than one group and so the impact on them will be magnified.

The pandemic has however also brought about an increase in community spirit. Across Inverclyde, informal support networks were rapidly established and the number of local volunteers increased; all of which helped to support individuals and communities to feel more connected. As our recovery progresses it will be vital to sustain and capitalise on these strengths and continue to work in partnership with our communities to tackle the challenges that lie ahead.



Performance snapshot 2020/21

19% of Citizens' Panel respondents in 2020 reported a reduction in anti-social behaviour in the past 12 months, up from 10% in 2018

There was an increase in pupil attendance in primary, secondary and Additional Support Needs sectors

32% of Citizens' Panel respondents in 2020 were satisfied with the way in which the Council takes their views into consideration when decision making, down from 40% in 2018

Organisational Priority 2

Achievements 2020/21 – A snapshot

Fostering kindness in our communities

A project designed to encourage people to get together, promote kindness and feelings of connectedness was delivered by Inverclyde libraries at the start of 2021.

'Inverkind' was a two part project which included a four week series of online 'Chatty Cafés' designed to encourage people to get together via Zoom to chat, make new friends and enjoy the company of others with similar interests. The project included creating a logo to provide a visual reminder of kindness for those who used library services.

An intergeneration element was also developed in partnership with Carnegie UK involving messages of kindness from primary school children being sent to library 'Books on Wheels' customers, helping to spread kindness and compassion and lift spirits during a particularly difficult period at the start of the second national lockdown.

Strengthening community involvement

Whilst progress in embedding locality planning was hampered by Covid-19, the lockdown provided an opportunity to build the strength and confidence of community representatives, thereby establishing the building blocks for strong community voices. Work continued during the year on the establishment of Communication and Engagement and Locality Planning Groups with meetings taking place virtually wherever possible. Facebook sites and community listening events were also set up during the year to extend the reach to as many people as possible.

To ensure that our locality planning model fits the needs of communities, a pilot group was established in Port Glasgow, supported by YourVoice. The meeting provided an opportunity to discuss community concerns with views being provided on issues such as recovery, mental wellbeing; social isolation and food and fuel insecurity. Actions to address these concerns will be taken forward by the Council and Inverclyde Alliance partners.

Supporting Voluntary Organisations

The Council's Grants to Voluntary Organisation fund supports local voluntary organisations with a variety of expenses including running costs, developing or starting up a new project and buying new equipment.

Over the course of 2020/21 just under £300,000 was awarded by the Council in grant funding to Voluntary Organisations and Under19s.

Further support was provided with the extension of Round 2 Grants to Voluntary Organisations to all groups who were, or were expected to, experience financial difficulties due to loss of income even if funding was received in Round 1. This helped to support community groups and voluntary organisations withstand the impact of the pandemic and continue with their vital work in the community.

Organisational Priority 3

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

Our outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes



Covid-19 has created an economic and employment crisis in Scotland. The impact on the economy and the labour market has been varied to date with signs that young people are

bearing the brunt of job losses. The extent of impact locally is still emerging, partly due to a time lag in data and also because of support schemes that have offered temporary assistance on a short term basis.

The Oxford Economics Vulnerability Index¹, which measures the resilience of an area to withstand the economic shock caused by Covid-19, found that the business environment contributes most to Inverclyde's resilience, suggesting a lower share of small firms and self-employment whilst in contrast, digital connectivity and economic diversity contributes to the area's vulnerability, suggesting a greater reliance in sectors more exposed to Covid-19. Economic uncertainty will also be exacerbated by Brexit which is expected to add to economic and labour market challenges.



Performance snapshot 2020/21

93.3% of young people in Inverclyde are participating in education, training or employment, 0.4% higher than in 2019

26% of unemployed people were assisted into work from Council operated/ funded programmes compared to 20% the previous year

182 employability clients gained a partial or full qualification, down from 354 in 2019/20.

The employment rate of 16-24 year olds decreased from 53% in 2019/20 to 48%.

¹ Skills Development Scotland Regional Skills Assessment West Region, March 2021

Achievements in 2020/21 - A snapshot

Supporting local businesses

Inverclyde Council played a critical role in supporting local businesses during the year through the administration of a number of funding streams for grants on behalf of the Scottish Government. Business support grants for 2020/21 exceed £18 million with the final total expected to exceed £23million, this included provision of support relation to:

- ❖ Business Grant Scheme funding totalling £11.316 million
- ❖ Strategic Framework Closure and Hardship, with support provided to 437 businesses totalling £3.082 million
- ❖ Retail, Hospitality & Leisure Top Up Grants, with support provided to 394 businesses amounting to £2.525million
- ❖ Support was provided to 378 taxi and private hire drivers through the Taxi Drivers Fund, amounting to £567,000
- ❖ Restart Grants were also paid to 428 businesses, amounting to £3.635million

We also administered the Scottish Government's self-Isolation grants with 120 residents being in receipt of this grant.

Sustaining positive destinations for young people

Supporting every young person to achieve their potential is vital to the prospects of our young people and an important element of developing the skills base locally.

Whilst Covid-19 has had an impact on the positive destinations for school leavers locally and nationally, it remains very encouraging that despite the pandemic 93% of Inverclyde school leavers moved into employment, university or college in the last year. The number of young people going into higher education after high school went up 0.8% to 45.9%, the highest ever level. There was also an increase of 1.8 % to 31.1% for those going onto further education. Conversely, the employment rate fell by 4.2% to 13.1%, which is likely to be as a direct result of the pandemic.

Additionally, Inverclyde has not recorded a single 'unknown' for 11 years, meaning that the progress of all our young people continues to be tracked once leaving school.

Driving local economic recovery

To ensure that the Council's approach to supporting and encouraging local economic recovery is as wide reaching as possible an analysis of national interventions alongside a critical appraisal of our own employment programmes was carried out.

This resulted in a range of targeted proposals being developed, each designed to promote positive activity within Inverclyde's labour market with the aim of creating over 200 fresh jobs.

The multi-dimensional project, which totals £6million, has been branded 'Inverclyde Works'. The jobs recovery project seeks to raise the profile of job vacancies, training and other employability initiatives to the broadest possible audiences and to encourage more people into employment and training through apprenticeships, graduates, employer wage subsidies as well as a refresh of the Council's workforce to allow some jobs to be released to help increase job opportunities.

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

Our outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes



It became apparent very quickly that the pandemic was reinforcing the correlation between deprivation and significantly poorer outcomes, strengthening the argument for much more to be done to reduce inequalities.

Local research carried out by Public Health Scotland has found that the number of hospitalisations and deaths across NHS Greater Glasgow and Clyde has been significantly higher for those living in the poorest circumstances within the health board area.

There is also a high level of concern about widening economic inequalities as the pandemic has already resulted in job losses and reduced earnings. Data shows that the number of benefit claimants has increased, whilst a joint COSLA and Scottish Government report, 'Scotland's Wellbeing', found that household incomes in the UK fell by 4.5% in 2020 compared to 2019 with lower earning households expected to have borne the brunt of this with a higher fall in earnings. Personal debt too, is expected to escalate, potentially resulting in unmanageable debt levels.

For low income families the challenges faced, both financial and non-financial, have been more acute which in turn may exacerbate the poorer outcomes for children living in such households in the longer term.



Performance snapshot 2020/21

↑ The percentage of households estimated to be living in fuel poverty, has improved from 38% in 2014/16 to 28% in 2017/ 19

↓ The percentage of children living in poverty after housing costs has got slightly worse, 23.6% in 2019/20 compared to 23.3% in (20/18/19)

↓ The percentage of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy and numeracy has declined for both measures (provisional data). Data for S3 pupils is not available.

Achievements 2020/21 – A snapshot

Tackling digital exclusion

Tackling ‘digital poverty’ to help disadvantaged children continue with their learning was identified as a top priority at the outset of the pandemic. With the move to home learning it was imperative to deliver infrastructure improvement and a new online platform to support young people’s continued learning both at home and in school.

A successful bid for funding enabled the Council to provide every secondary school pupil entitled to a free school meal with access to a device and appropriate connectivity to support remote and blended learning.

In total, 1,200 digitally excluded students were provided with laptops and 350 with Wi-Fi. An additional £527,000 was spent to support families accessing technology for schoolwork; including allocating funding to improve Wi-Fi and technology across schools and the purchase of 250 new laptops with headsets and associated Wi-Fi access, enabling children to continue their learning via the substantial bank of online content developed by Inverclyde Council and the West Partnership.

Targeting the causes of poverty

The Council and the Integration Joint Board had previously allocated £1million for projects and initiatives aimed at tackling inequalities and deprivation. The pandemic however resulted in the emergence of new challenges which required an immediate response to address the needs of different groups and communities. Some of the initiatives delivered during the year included:

- Support for 1,000 elderly residents to help keep energy bills down through the doubling of the iHeat grant to £150;
- The opening of a new Food Pantry in December 2020 in partnership with Inverclyde Community Development Trust. This community-led initiative tackles food insecurity and helps to reduce food waste and improve health outcomes. Membership of the food pantry reached 400 by the end of March 2021.
- Free school meals, benefitting almost 4,000 children, were provided during term time and the holidays initially through packed lunch hubs, food bags and then fortnightly payments direct to parents and carers.

Learning from our communities

It is more important than ever to listen to the experiences of our communities and provide citizens with an opportunity to shape our response to tackling inequalities. A series of locality based, online Community Listening Events were held during the year to discuss directly with communities how the Council can better meet need, particularly for those within the most deprived communities. The events provided a deeper insight into the issues affecting residents the most including:

- Concerns around employment, life skills and apprenticeships for young people and those most marginalised from the job market.
- Mental Health and isolation is a concern for many along with food and utility insecurity.
- A recognition of the strength of communities in working together to develop services and volunteering to meet short term needs.

This valuable feedback has informed proposals for anti-poverty initiatives that will be delivered over the next 2 years.

Organisational Priority 5

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

Our outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes



The need to safeguard, support and meet the needs of our most vulnerable families and residents was paramount throughout the year. The national lockdown required individuals and family units to 'self-isolate' and socially distance from other family, friends, and wider social networks. Within Inverclyde, more than 3,000 people were recorded as 'shielding' and whilst the restrictions have affected everyone, the impact of it has been felt very differently by different groups and will have been more challenging for some than others.

In particular, there is widespread concern about the effect on vulnerable and disadvantaged groups who may already have experienced upheaval, disruption and uncertainty in their lives and who are now more likely to suffer from heightened anxiety and loneliness due to the pandemic. Individuals with certain health conditions are also more likely to experience severe symptoms and have a higher risk of dying from Covid-19.

The role of unpaid carers must also be recognised too, having played a hugely important role during the pandemic, and one which will potentially have a far reaching impact on their lives also.



Performance snapshot 2020/21

100% of children issued with a new supervision requirement were seen by a supervising officer within the allocated timescale, the same as in 2019/20

The exclusion rate (per 1,000 pupils) for children with additional support needs significantly improved, reducing from 37.2 in 2019/20 to 15.5

39% of carers reported that they feel supported to continue in their caring role in 2020 down very slightly from 40% in 2018 (HACE Survey)

66% of criminal justice induction/ first meetings with a supervising officer took place within 5 working days in 2019/20, down from 80%

Achievements 2020/21 – A snapshot

Helping to ensure the best start in life

Despite the huge challenges in delivering a significant expansion in early years' provision during a pandemic and the removal of the statutory requirement by the Scottish Government to do so, Inverclyde Council successfully implemented the national policy of 1,140 nursery hours in August 2020 with all eligible children in Inverclyde allocated a place. In addition, all children received their 1st, 2nd or 3rd choice placement.

Under the scheme, free early years provision almost doubled from 600 to 1,140 hours, meaning that families in Inverclyde benefit at the earliest possible stage from early learning and childcare, helping to deliver vital early years outcomes such as increased confidence and independence as well as developing the language, development and social skills of young children. It is also anticipated that the expansion will help to reduce the poverty related attainment gap and support more parents to be in work, training or study.

Supporting vulnerable residents

A Humanitarian Aid Centre (HAC) was established at the beginning of the pandemic to support vulnerable residents and deliver co-ordinated support.

One of the initial tasks of the HAC was to make direct contact with all of those on the Shielding list in Inverclyde, a number that was initially approximately 1600 but increased to 3000, as well as the development of support pipelines using Council, HSCP and third sector services.

The new lockdown at the end of 2020 resulted in a significant increase in call traffic to the public helplines, whilst the return of shielding together with self-isolation led to a resurgence in demand for emergency food parcels which were delivered by the Public Protection team. The team also made calls to those required to self-isolate to establish any support needs and reinforce the importance of self-isolation, helping to keep individuals and those in the wider community safe and reduce the rate of transmission.

Improving homelessness provision

A number of key challenges emerged in relation to homelessness as the pandemic unfolded, including an increase in presentations; the prisoner early release programme and restrictions on the number of places available within the Inverclyde Centre due to the need for social distancing and self-isolation.

These challenges could only be met in partnership with local housing providers. Support from Registered Social Landlords to increase temporary furnished flats has meant that 68 are now available, compared to an initial 28. Whilst the demand and usage of bed and breakfast accommodation initially increased, this was addressed by quicker throughput to the temporary accommodation. It is anticipated that the increase in temporary accommodation will continue for a period of time post Covid-19, supported by the service working towards the implementation of the Rapid Rehousing Transition Plan and scoping of the future model for the Inverclyde Centre, to deliver an improved service to those that are homeless in Inverclyde.

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

- Our outcomes 2018/22**
- ◆ Our residents have improved health outcomes
 - ◆ Health inequalities between our most and least deprived communities are reduced
 - ◆ Our residents are supported to lead active, independent and healthier lives and be more self-reliant for their own health and wellbeing
 - ◆ Our residents have access to the right treatment, care and support services when they need them, in ways that are effective and personalised
 - ◆ To further embed our Dementia Friendly Inverclyde approach
 - ◆ To reduce the percentage of older residents who feel that they are socially isolated

In the short term, health inequalities locally are likely to be affected with some groups more likely to be infected with the virus and experience poorer health outcomes than others. The lockdown is also known to have had a profoundly negative effect on physical and mental health due to isolation and loneliness dramatically increasing and many studies report that mental ill-health will continue to be a long term health issue.

There are also instances of people experiencing persistent symptoms, known as 'Long Covid', although more research is required to fully understand the reasons for this, there is a threat that pre-existing health problems in Inverclyde will be compounded as a result of the high prevalence rate of Covid-19 in the population.



Performance snapshot 2020/21

↑ 97.1% of clients waited no longer than 3 weeks from referral to receive appropriate drug and alcohol treatment compared to 87% in 2019/20

↑ The number of hospital bed days occupied by delayed discharge patients, per100.000 population improved from 162 days to 149 days

↓ The life expectancy gap between males and females in Inverclyde compared to the Scottish average widened between 2017/19 and 2018/20

↓ The rate of alcohol specific deaths (per 100,000 population) has got slightly worse, increasing from 34 over 2015/19 to 34.8 over 2016/20

The potential impact of Covid-19 on the delivery of our outcomes



As an area suffering from deep rooted, poor health outcomes, the initial impact of the pandemic created huge concern and prompted further analysis to ascertain the reasons for this. The conclusion reached was that it was most likely that the pandemic took hold earlier in Inverclyde compared to other areas of Scotland.

Organisational Priority 6

Achievements 2020/21 - A snapshot

Improving children's wellbeing

A new Wellbeing Service for children, delivered in partnership with Action for Children, was established in August 2020 to promote the emotional health and wellbeing for children aged between 5 and 18 years. The service is available to all schools in Inverclyde, providing young people with the provision for one-to-one person centred counselling as well as group interventions and curriculum-based models of support. This service aims to support young people in increasing their resilience in managing their own emotional health and wellbeing, which in turn is expected to result in a reduced need for specialist services further down the line.

Service delivery has been subject to continuous review throughout lockdown to ensure that it remains responsive to need, however due to restrictions, counselling has in the majority of cases been virtual but, nonetheless, counsellors have still been able to equip children and young people with ideas and methods to help them through this very difficult and challenging time.

Supporting good mental health

The impact on mental health and wellbeing has emerged as one of the biggest health concerns arising from the pandemic. In response, the community mental health service developed a hub model to sustain service delivery with the governing principle of minimum necessary service based on risk and vulnerability. Face to face contact continued based on assessed risk, with others supported by telephone appointments. As the pandemic progressed, there was an increase in face to face contact and availability of technology i.e. Attend Anywhere.

A review of the Mental Health Officer Services was completed to support the service's ability to manage increasing demand and provide required service governance assurances. Additionally, Inverclyde HSCP is working closely with SAMH to deliver a Distress Brief Intervention (DBI) programme, which began in January 2021 and will play a key role in ensuring that individuals experiencing distress are given appropriate, compassionate support in a timely manner.

Protecting the health of our most vulnerable

Nursing and residential care homes were very quickly highlighted as an area of particular vulnerability and consequently an assurance and support to care homes governance structure was established to work in partnership with Inverclyde's older people and adult care homes to ensure the safety and welfare of residents living in a care environment.

Responding to the challenge required close partnership working between Inverclyde HSCP and commissioned care homes services to give support in infection control procedures, the sourcing and provision of appropriate personal protective equipment (PPE), a robust Covid-19 testing and reporting regime and a successful vaccination program of service users and health and social care staff. A process of enhanced care home support to offer extra assurance and support to Care Homes was also put in place. This framework has supported Inverclyde nursing and residential care homes maintain a high level of performance where all care homes are open to meaningful contacts and visiting and all open to admissions.

To protect and enhance our natural and built environment

Our outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes




It is anticipated that the lockdown will produce some positive environmental short term benefits in relation to energy use, emissions and some air pollutants, however the time lag in data relating to emissions means that that it will be several years before the full impact can be evaluated.


It is also too early to say whether these changes will be maintained, which will be necessary if longer term benefits are to be realised.


Nationally, it is expected that the increase in home working is likely to lead to a change in housing demand, with people looking for homes with more indoor and outdoor space. This could have implications for population density and demand for housing stock. The pandemic also highlighted that people living in more deprived communities were less able to access public or private outdoor spaces, adding to the stress of their situation. The focus on ensuring greater equality in access to green space to help deliver improved health benefits may also be strengthened as a result of this.




Performance snapshot 2020/21

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There was a further improvement in CO₂ emissions within the scope of influence of the Council - 3.7 tonnes per capita in 2019 compared to 3.9 tonnes per capita in 2018 (data published 2021)
- 

The percentage of the overall road network requiring maintenance treatment improved from 37.3% (2018/20) to 35.3% (2019/21)
- 

88% of adults are satisfied with parks and open spaces in 2017/20, the same as in 2016/19
- 

The street cleanliness score decreased from 89.6 to 84.3

Achievements 2020/21 - A snapshot

Improving local infrastructure

One positive to emerge from the pandemic has been the surge in popularity of walking and cycling. The Council aims to capitalise on this by improving connections in Greenock town centre to allow people to continue enjoying active travel and to make it easier to access the town centre to support local businesses as part of the commitment to regenerate the area.

A study has been carried out to find ways to encourage more walking and cycling in Greenock town centre. The study is linked to the regeneration of West Blackhall Street and the development of a new segregated cycle lane, following a successful bid for £585,000 funding from the national 'Spaces for People' initiative.

The overall aim is to improve connectivity and encourage active travel by developing well-designed routes, places and signage that will help increase local journeys by bike and on foot, making the streets safer and more attractive for residents and visitors to the town, as well as the wider benefits in relation to population health.

Reducing our environmental impact

Reducing our environmental impact is a key strand of the council's Climate Change plan and the Council has successfully reduced its carbon emission from 19,104 tonnes in 2012/13. to 10,212 tonnes in 2019/20, a 46.5% reduction in percentage terms. This has been achieved through a range of measures, including building rationalisation and new build/refurbishment programmes which has reduced the number of operational buildings and improved energy efficiency. Environmentally-friendly LED lamps are installed across 97 per cent of Inverclyde's network, dramatically reducing energy consumption and driving down the volume of harmful carbon emissions by 55% and delivering an annual saving of around £300,000. Two thirds of our car and van fleet are now powered by electricity.

The point has now been reached where all options to drive down emissions further have been exhausted and expert assistance is required to make further inroads towards the Scottish Government's zero emissions target by 2045. Funding has been allocated to a study on how the Council can achieve this target, reflecting our ongoing commitment to the environment.

Enhancing our public spaces

Public space can help promote character and a sense of community and deliver health benefits. The Council has worked in partnership with Sustrans during the year to explore opportunities to co-fund an artistic intervention on Greenock's waterfront. The Inverclyde Great Place Scheme together with Sustrans, commissioned a piece of community engagement to ascertain the public appetite for, and the feasibility of, a potential installation.

During summer 2020, RIG Arts engaged with 116 residents to discuss local history and what would make a good piece of public art. Artists brought the use of local cycling, walking and wheeling routes into the discussion to help embody a shared vision of a healthier, more attractive Inverclyde for everyone. Many respondents felt that a public artwork should celebrate Inverclyde as a unique place and should be interactive and enhance the environment. The partnership project, Creative Conversations II will build on the community engagement and work with local groups to create new artworks which are due to be completed by October 2021.

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

Our outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes



The arts and culture sector has been one of the hardest hit and faces the greatest threat and due to a potential public nervousness to attend large scale events, the recovery trajectory for the sector remains difficult to predict.

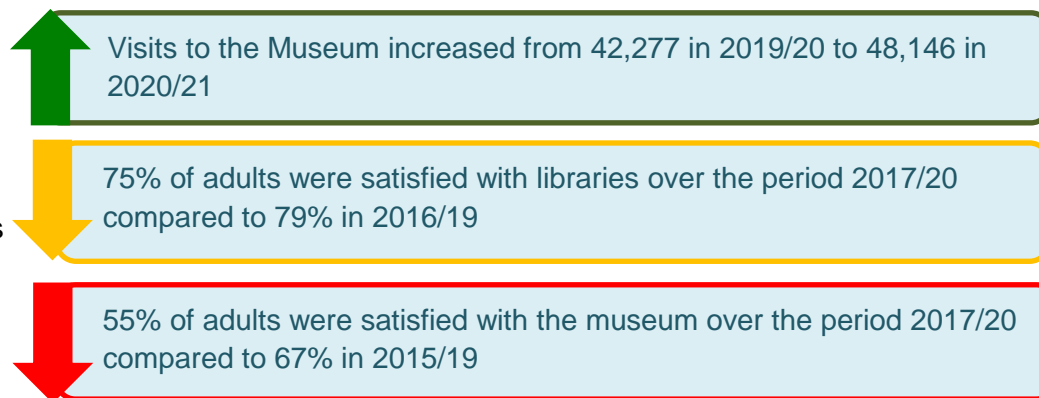
Whilst some parts of the sector have re-opened, the previous requirements for social distancing and capacity restrictions in venues have inevitably impacted on attendance resulting in reduced income for organisations, inevitably putting some at risk and negatively impacting on local economies.

There is also a risk that inequalities in relation to arts and culture will be widened. Attendance at cultural events has been shown to support feelings of wellbeing, however attendance is disproportionately low from those residing in the most deprived areas in Inverclyde and the pandemic may have caused this gap to widen further.

In addition, the culture and heritage sectors are an integral component of a strong Inverclyde tourism offer and a potential downturn in these sectors has implications for the successful delivery of the associated actions within the Inverclyde Population Action Plan.



Performance snapshot 2020/21



Achievements 2020/21 - A snapshot

Preserving our heritage

As part of the Council's commitment to support investment in the local heritage, a successful bid was made to the national Regeneration Capital Grant Fund (RCGF) for almost £1.2 million. This funding was earmarked to transform one of the oldest buildings in Port Glasgow, the King George VI building into a new community hub.

The King George VI building, which dates back to the 1700s, had previously received £1m investment from the Council to ensure that the B-listed property remains wind and watertight and to help preserve it for future generations.

This additional award will be used to complete the regeneration of the King Street building and transform it into a community hub featuring meeting rooms, office space and a café and importantly, safeguard the building's heritage by preserving it for future generations.

Promoting the Arts

A major new project aimed at capitalising on the vibrant arts sector to make a difference in people's lives has been developed by Inverclyde Council, in partnership with the Beacon Arts Centre, CVS Inverclyde, Kayos Theatre Group and RIG Arts. £275,000 funding was approved from Creative Scotland's new 'Culture Collective' and will be utilised by partners to work individually and collectively on a wide range of projects across Inverclyde including piloting new local partnership and community projects and new collaborative ways of working based on themes specific to Inverclyde: health and social care (with a focus on adult mental health); young people; regeneration of communities and outdoor work.

Recognising that participation in the arts is lower in areas of greatest deprivation, the project will also focus on engagement with people in harder to reach areas, engaging with areas that have low arts engagement and barriers to access.

Supporting sector recovery

The highly successful renovation of The Watt Institution has received national recognition and a further successful application for funding has provided the Institution with £230,000 from the National Lottery Heritage Fund to help the recovery of the heritage sector.

The funding has been used to explore re-telling the story of Inverclyde's history through its collections including its links with the transatlantic slave trade, and sugar and tobacco industries. A new multi-purpose creativity space is being developed so that more community groups and new audiences can take part in workshops and activities safely, whilst improved digital resources will be put in place to encourage on-line participation. The project aim is to increase local visitors back to the museum, which had to close due to lockdown just a few months after the completion of its major refurbishment.

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

Our Outcomes 2018/22

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

The potential impact of Covid-19 on the delivery of our outcomes



Inverclyde Council has played a pivotal role in developing, implementing and leading the local response to the Covid-19 pandemic. The challenges that have emerged have been unprecedented and have in some areas, required a fundamental shift in service delivery. The Council is now heavily focused on recovery and planning as restrictions are eased.

Planning requires to be dynamic and responsive to emerging need as the full impact of the pandemic emerges.

Digital investment will continue to be essential in helping to build resilience; deliver new ways of working and 'futureproofing' the organisation for the increasing pressures and challenges that lie ahead.

The direction of travel for service delivery will continue to have a strong online focus, which will bring significant investment to customers in terms of ease of access to services and reduced service costs, however it is recognised that this may create issues for those that cannot access services in this way. Equity of access to services and alternative, non-digital access, or the means by which to access services digitally, must therefore also be planned for.



Performance snapshot 2020/21

65% of all transactions with the Council were made digitally compared to 14% in 2019/20

92.4% of the Council's accommodation is suitable for its current use compared to 90.9% in 2019.20

58% of Citizens' Panel respondents in 2020 were satisfied with Council services, down from 69% in 2018

Achievements 2020/21 - A snapshot

Improving Service Performance

Performance data provides a vital evidence base to measure the impact of Covid-19 locally and also to allow comparisons to be made with other areas of Scotland. Data is also key in supporting service planning to ensure that services continue to respond to emerging local need in the most effective way.

Despite a shift in focus for many services during the year, performance continued to be closely scrutinised and benchmarked. The Council is a member of many benchmarking groups, the most high profile of which in terms of the range of performance data that is published nationally, is the Local Government Benchmarking Framework (LGBF). The LGBF, which is published annually, includes a wide range of data relating to the performance of Scottish Councils in delivering services to local communities. This enables Councils to benchmarking their performance in key areas and creates opportunities to identify and share good practice.

Due to a time lag in data availability, the most recent LGBF publication is for financial year 2019/20. In total, performance data was published for 80 indicators (excluding housing which Inverclyde Council does not have responsibility for) and for all 32 Councils in Scotland.

Analysis of the LGBF data 2019/20 shows that Inverclyde Council ranks in the top two quartiles for 68% of all indicators, 12% were in the third quartile and a fifth, 20% were positioned in the fourth quartile. Comparison with other Councils shows that Inverclyde was the top performing Council in Scotland in relation to the number of indicators that rank in the top two quartiles.

You can view find more information on how Inverclyde Council performs here: <https://www.inverclyde.gov.uk/council-and-government/performance/>

Transforming service delivery

One of the most significant achievements in the past year has been the digital transformation that has taken place in the workplace and in service delivery, with Covid-19 restrictions forcing changes in service interactions previously delivered face-to-face. The rapid expansion of digital services enabled service provision to continue in many areas alongside the redeployment of staff into new roles, ensuring that responding to community need remained at the forefront of service delivery, including

- ◆ Vulnerable residents were supported through the establishment of a shielding helpline, Humanitarian Assistance Centre and helpline for anyone requiring support regardless of their circumstances; a prescription collection service, the distribution of food parcels; contact and welfare calls to local people and the development of a resource pack advising on how to access food and support services.
- ◆ The Registrars service moved to a 7 day a week service from April 2020, providing a fully available remote service and offering support and assistance to families under very difficult circumstances.
- ◆ In response to the school closures, 9 hub schools were established to provide childcare for key workers and vulnerable children. Transport was provided where this was a barrier to pupil attendance and a tracking process ensured continued sight of all young people.
- ◆ Some library services were maintained, with online library sessions held throughout the year, whilst 'Connect and Collect' bookings allowed library members to request items by phone or online. A 'Books on Wheels' service, whereby books were delivered directly to customers that were aged over 75 or shielding, was also introduced.
- ◆ In the absence of face-to-face delivery, a range of on-line and blended learning programmes were developed to ensure vulnerable adults were still able to communicate, stay connected and supported during lockdown and also allowed learners to continue to learn, grow and develop their skills. This was facilitated via the design and

development of an on-line/blended learning approach, supported by the development of the CLD Moodle on-line learning platform.

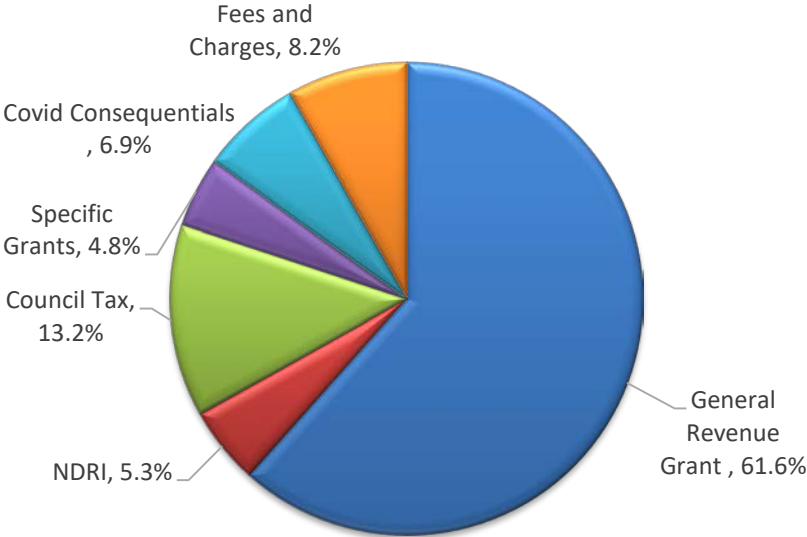
- ◆ Inverclyde HSCP services continued but were delivered via Hubs, a blended support model with more face to face contacts taking place alongside telephone and use of technology.
- ◆ A range of funding streams for grants have been administered on behalf of the Scottish Government. Over £20 million in grants have been processed, along with a 16% increase in Scottish Welfare Fund applications during the year.
- ◆ The accelerated uptake of technology across the Council enabled Committee business to continue, schooling to move remote / blended model and facilitated a shift to homeworking. Increased investment in ICT enabled the purchase of additional laptops for staff and the roll out of video conferencing facilities, enabling meetings to continue and employees to continue to provide services whilst home working, helping to ensure business continuity.

MANAGING THE COUNCIL'S FINANCES

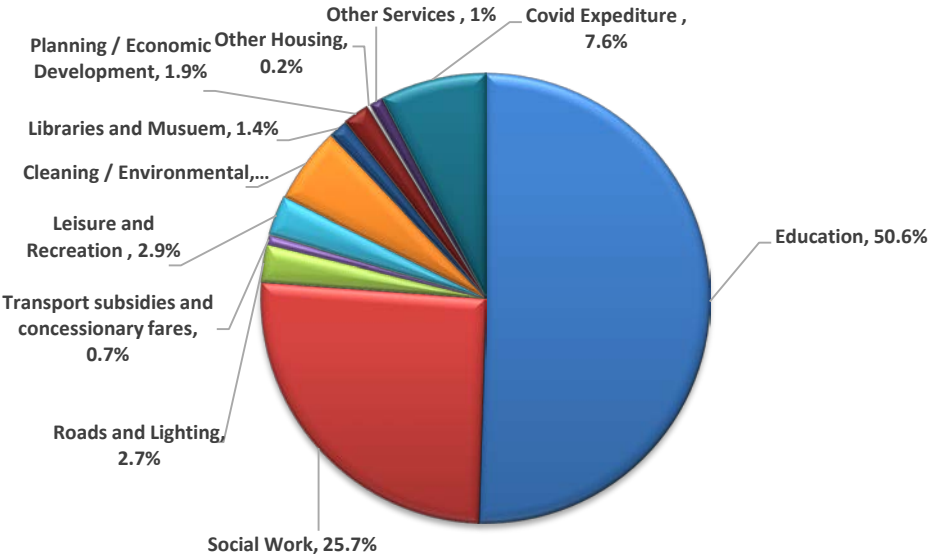
Sound financial management is crucial to the running of public services and is now even more important as measures to combat the impact of the pandemic and to support the community and business to cope with the long term effects have been put in place.

In 2020/21, the largest proportion of the Council's budget came from General Revenue Grant. In relation to where the money was spent during the year, half of the budget was directed to Education Services to help deliver the best start in life. The next largest proportion was allocated to Social Work Services to support our most vulnerable residents. Covid-19 expenditure accounted for almost 8% of the Council's budget.

Where our money came from 2020/21



What the money was spent on 2020/21

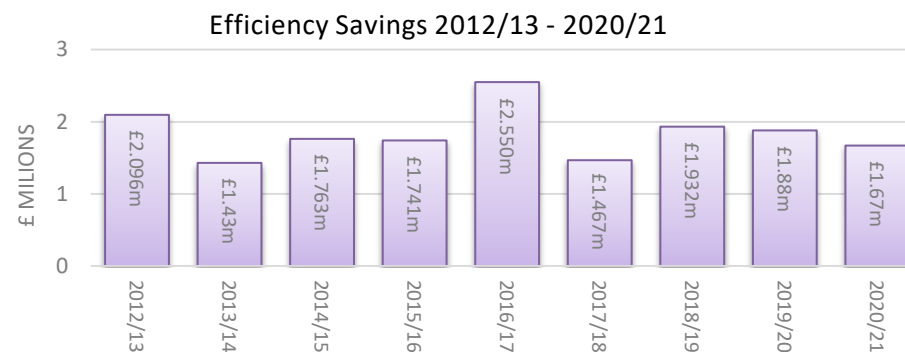


Organisational Priority 9

Efficiency Savings

The council delivered further recurring efficiency savings of £1.67million in the year. This helps the Council to protect front line services at a time of ongoing reductions in funding.

The chart opposite shows the efficiency savings that have been achieved since 2012/13.



BUDGET 2021/22

In March 2021, the Council agreed an overall budget for 2021/22 of £203 million, along with a three year capital budget to fund infrastructure costs of nearly £61 million. The three year capital programme will be invested in increasing technology support and improving buildings and Inverclyde's roads network.

To support the area's recovery, a multi-million pound Covid-19 recovery fund has been established, reflecting the extraordinary circumstances of the past year and the challenges in terms of tackling the economic and social impact of the pandemic as we move forward. £10 million has set aside, £4 million of which has been allocated to a community fund to support the community in recovering from the effects of the pandemic, whilst £6 million has been earmarked to support increased jobs, training and employability projects across Inverclyde. A £100 council tax credit will also be available for those who do not qualify for other Covid-19 financial support and it is expected that up to 4,000 households in Inverclyde will benefit from this credit.

AWARDS

★ **The Watt Institution**

The iconic Watt Institution in Greenock was a finalist in a major design award following its £2.1 million restoration. The A-listed building, was a finalist in the 'Cultural and Religious Buildings category at the AJ Retrofit Awards run by the Architects' Journal. The nomination follows the historic building being honoured with a special conservation honour at the Glasgow Institute of Architects (GIA) 2020 virtual prize-giving.

★ **Partnership Working**

Frontline Inverclyde Council staff received a special commendation from Police Scotland for helping keep residents safe. The Public Protection Team, which includes community wardens, anti-social behaviour officers, trading standards and environmental health, were awarded the Divisional Commander's Award for Partnership Working, recognising the 'instrumental' role the team play working alongside officers to protect and improve the area.

★ **APSE Performance Network Awards**

Inverclyde Council was nominated for 'Best Performer' and 'Most Improved Performer' for Building Cleaning in the APSE Performance Network Awards 2021. The awards recognise top performing authorities alongside those who are striving to continuously improve their frontline services.

★ **Food for Life Bronze Award**

For the second year in a row, Inverclyde Council achieved the Food for Life Bronze Award in recognition of the fact our school meals are made from fresh and healthy ingredients and are free from genetically modified ingredients and undesirable additives.

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

- Our Outcomes 2020/21**
- ◆ Our workforce size and the skills set of our employees meet the needs of the organisation
 - ◆ We have an employee driven culture of high performance, improvement and innovation
 - ◆ Our workforce feels valued and highly motivated
 - ◆ Our employees understand how their role contributes to the Council's vision
 - ◆ Inverclyde Council is viewed as an employer of choice
 - ◆ The health and wellbeing of our employees is supported through a range of health, safety and wellbeing opportunities
 - ◆ Employees are digitally skilled to deliver the best service to meet customer needs

For those that have been home based, the experience for some may have been enjoyable but challenging for others, adding to other home pressures resulting in heightened levels of stress. The return to the physical workplace presents significant challenges requiring a more flexible, agile model of working reflecting that some employees will naturally be feeling anxious.

Ongoing contact will be maintained with colleagues across Scotland to monitor issues relating to workforce statistics such as, illness, absence rates, working from home and other related issues. This information will help to inform the emerging picture of the impact of Covid-19 on employee health. Supporting positive mental health and wellbeing at work is more important than ever and access to appropriate support to keep staff mentally and physically well and ensuring that everyone supports and pays attention to wellbeing needs on a daily basis will be vital going forward.

The potential impact of Covid-19 on the delivery of our outcomes



The Council's employees are its greatest asset and it is recognised that the ask made of them during the year has never been greater with many having undergone a period of tremendous change with working from home becoming the new norm for many and others moving into new roles to support the response to the pandemic.

As with other areas, it is likely that the experience of employees has been unequal. Research has shown that key workers at the front line of service delivery are more likely to say that their mental health has been negatively affected.



Performance snapshot 2020/21

- ↑ The sickness absence rate for all FTE employees has improved from 9.2 days in 2019/20 to 7 days in 2020/21
- ↔ The number of 'abandoned' calls to the Customer Service Centre for council services (excluding revenues and benefits) remained at 3%
- ↑ 62% of the Council's highest paid 5% of employees are woman, up from 59.9% in 2019/20
- ↑ The gender pay gap improved slightly from 7.5% in 2019/20 to 7.4% in 2020/21

Achievements 2020/21 - A snapshot

Supporting employee health and wellbeing

An Employee Health and Wellbeing Survey was carried out in July 2020 to better understand how staff were feeling. The results reassuringly indicated that a large majority of employees knew where to access resources regarding their health and wellbeing and felt supported. It was recognised however that more could be done and a Health & Wellbeing Strategy that builds on the existing work around wellbeing and resilience and linked to the overall Recovery Plan was developed with the aim of supporting good health and wellbeing preventing stress and creating a positive working environment.

The pandemic also had a significant impact on the management of health and safety. The introduction of new working practices and Covid restrictions resulted in new guidance and risk assessments having to be developed and communicated to staff regularly and reviewed and updated as knowledge and restrictions changed. Essential services were supported throughout to ensure that service provision could be maintained whilst ensuring the safety of staff and those who use our services.

Workplace Wellbeing Matters

Supporting the wellbeing of employees is also a high priority for the Inverclyde HSCP.

Ensuring that all staff working in health and social care stay safe and well is essential to supporting them to deliver the best care to service users and their carers. This is augmented by providing resources and support so that workforce wellbeing and resilience is sustained and improved.

Reflecting this commitment, the HSCP has developed “Workplace Wellbeing Matters - A Wellbeing and Resilience Delivery Plan for Inverclyde’s Health & Social Care Workforce, 2020 – 2023”

The Delivery Plan reinforces the importance of looking after the wellbeing and resilience of Inverclyde’s health and social care workforce and sets out the range of desired outcomes for employees, including staff feeling valued, feeling safe in the workplace, a sense of connectedness and improved wellbeing.

Delivering digital transformation

The rapid shift towards home and remote working required a massive investment in ICT support. To manage this, the ICT service developed 5 work streams namely (i) ICT Support provisions; (ii) deployment of Laptops/Home Working; (iii) VPN Capacity and Licensing; (iv) Internal Voice and (v) Video Communications and Video conferencing and collaboration tools.

These work streams were able to be delivered relatively quickly to assist with the task of supporting the workforce to remain safe, whilst enabling service provision to continue. By the end of May 2020, almost 500 devices had been distributed to employees and additional communications platforms deployed for home and remote working.

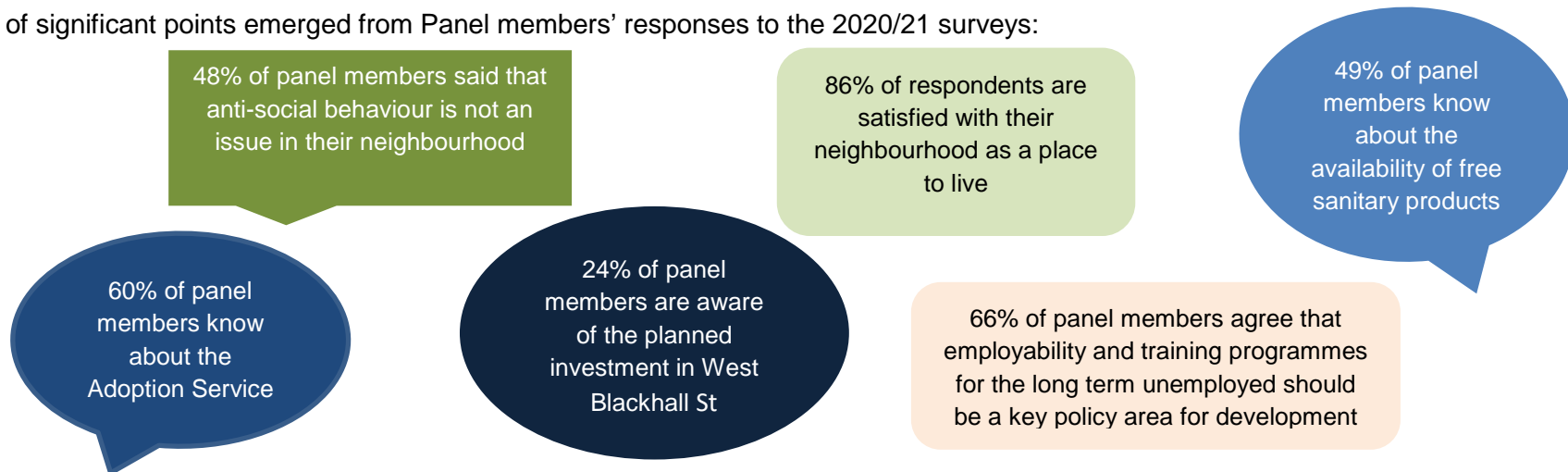
The Council’s Digital and ICT Strategies have also been reviewed and refreshed to ensure that they reflect the anticipated changes in the working environment and the need for digital services for staff, citizens and customers to continue to progress further.

What our communities told us 2020/21

Ensuring that residents are involved in decisions that affect them is central to community empowerment. The Council's priorities also need to reflect the needs, priorities and aspirations of local communities. Community consultation and listening events take place on specific issues such as tackling poverty, education related issues and Inverclyde Council's budget, in addition to the statutory consultations that take place. One of the most long standing forms of consultation is the Citizens' Panel, which was established in 2007 and comprises of 1,000 Inverclyde residents. The Panel provides a means by which the Council can consult with Inverclyde residents twice yearly on a wide range of issues. Typically, surveys receive a robust response rate of around 64%. During 2020/21, residents were asked for their feedback on:

- Inverclyde Council's Adoption Service
- The provision of free sanitary products in Inverclyde
- West Blackhall Street and Walking and Cycling in Greenock Town Centre
- Community safety
- Inverclyde Council's performance
- Tackling poverty.

A number of significant points emerged from Panel members' responses to the 2020/21 surveys:



Services take account of the results when reviewing service delivery, as appropriate. Additionally, a newsletter is enclosed with each questionnaire which outlines a summary of the results from the previous survey, together with information on how the Council has responded to feedback provided by Panel members.

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	In-migration - The number of people moving into Inverclyde in the year	1,470	1,610	1,250	Maintain	Red
CP	Out migration - The number of people leaving Inverclyde in the year	1,650	1,520	1,350	Decrease	Green
CP	Gross weekly pay for employees living in the area	£566.20	£544.00	£575.70	Increase	Green
CP	The percentage of Citizen Panel respondents that have considered leaving Inverclyde	36% (baseline)	Not asked	45%	Decrease %	Red
CP	The percentage of Citizen Panel respondents that are satisfied with Inverclyde as a place to live	74%	Not asked	75%	Maintain %	Green
KPI	The percentage of Citizen Panel respondents that are satisfied with their neighbourhood as a place to live	86%	Not asked	86%	Maintain %	Green
KPI	The percentage of school leavers achieving 1 or more awards SCQF level 6 or better	72.1%	74.7%	Due Feb 2022	70%	Green
KPI	The percentage of school leavers achieving 5 or more awards SCQF level 6 or better	36.9%	38.3%	Due Feb 2022	36%	Green
KPI	Percentage of school leavers achieving SCQF level 5 or better in literacy	86.2%	87.2%	Not available	-	Green
KPI	Percentage of school leavers achieving SCQF level 5 or better in numeracy	72.7%	75.5%	Not available	-	Green

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of Citizens' Panel respondents that feel that they can influence decisions affecting the local area	30%	Not asked	24%	Increase %	Red
CP	The percentage of Citizens' Panel respondents that are satisfied with the way in which the Council takes their views into consideration when decision making	40%	Not asked	32%	Increase %	Red
CP	The percentage of community organisations in disadvantaged groups that have increased their capacity in the past year	85%	85.6%	Not available	Increase %	-
CP	The percentage of Citizens' Panel respondents that feel that safe in their neighbourhood outside at night	68%	Not asked	70%	Increase %	Green
CP	The percentage of the population involved in volunteering (Scottish Household Survey)	35% (2018)	No new data, SHS not carried out in 2020		-	-
KPI	Number of adults improving their literacies	750	421	148	120*	Green
KPI	The percentage of Citizens' Panel respondents that agree that the Council works with them to solve their problems	46%	Not asked	30%	Increase %	Red
KPI	The percentage of Citizens' Panel respondents reporting a reduction in anti-social behaviour in the last 12 months	10%	Not asked	19%	Increase %	Green
KPI	School attendance rates:					
	Primary	94%	92%	95%	90%	Green
	Secondary	90%	89%	93%	85%	
	ASN	91.5%	89%	92%	80%	

* Reduced target reflects face to face learning being suspended for much of the year

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The employment rate (%) of 16-24 year olds (Inverclyde compared to Scotland) Young person's local authority labour market dashboard - gov.scot (www.gov.scot)	2018	2019	2020		
	Inverclyde Scotland	56.9% 57.9%	53% 59%	48% 52%	Reduce gap	Amber
CP	The percentage of unemployed people assisted into work from Council operated / funded employability programmes (Inverclyde compared to Scotland)			Due February 2022	Continue to exceed Scottish average	Green
	Inverclyde Scotland	20.3% 12.6%	25.9% 12.66%			
CP	The percentage of young people participating in education, training or employment (Inverclyde compared to Scotland)				Meet or exceed Scottish average	Green
	Inverclyde Scotland	91.8% 91.6%	92.9% 92.1%	93.3% 92.9%		
KPI	Number of adult learners achieving core skills qualifications	261	314	64	93*	Amber
KPI	Number of business / property assists	27	16	14	16	Amber
KPI	Number of employability clients who gain a partial / full vocational qualification	366	354	182	300	Red

* Reduced target reflects face to face learning being suspended for much of the year

PERFORMANCE DASHBOARD

4. To reduce the prevalence of poverty and in particular, child poverty in our communities

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of children in Inverclyde living in poverty after housing costs (<i>End Child Poverty</i>)	23.3%	23.8%	No new data	Decrease %	Red
CP	The percentage of SIMD data zones in the 20% most deprived in Scotland	No new data	45% (2020)	No new data	-	Amber
CP	The percentage of the population living in fuel poverty	(2014/16) 38%	(2016/18) 31%	(2017/19) 28%*	30%	Green
CP	The percentage of workless households in Inverclyde compared to Scotland Inverclyde Scotland	(2018) 19.2% 17.1%	(2019) 23.9% 17.7%	No new data	Reduce gap	Red
CP	The average tariff score of pupils living in SIMD quintile 1	699	767	Due February 2022	Increase	Green
KPI	The percentage of primary pupils (P1,P4 and P7) combined) achieving expected levels or better in literacy	75.7%	Not available	67.9%**	75%	Red
KPI	The percentage of primary pupils (P1,P4 and P7) combined) achieving expected levels or better in numeracy	82.2%	Not available	74.5%**	82%	Red
KPI	The percentage of S3 pupils achieving fourth or better in literacy	41%	Not available	Not available	-	-
KPI	The percentage of S3 pupils achieving fourth or better in numeracy	42.2%	Not available	Not available	-	-

* 2017/19 data on fuel poverty was published in February 2021

**provisional data

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of looked after children that are cared for in a community setting	86.3%	86.6%	Due Feb 2022	Increase %	Green
CP	The percentage of children with 1 or more placement in the past year	15.6%	14.3%	Due Feb 2022	Decrease %	Green
CP	The percentage of adults supported at home that agree that it has helped to maintain or improve their quality of life	76.6%	82.8%	Due Feb 2022	Increase %	Green
CP	The percentage of carers that feel supported to continue in their caring role Inverclyde Scotland	(2018) 40% 37%	Biennial survey	(2020) 39% 34%	Increase %	Amber
KPI	Percentage of looked after children with a permanence plan within 6 months of being accommodated	N/A	9%	25%	60%	Red
KPI	Percentage of Child Protection review case conferences taking place within the first 3 months of registration	35%	16%	40%	80%	Red
KPI	Percentage of children issued with a new supervision requirement seen by a supervising officer within timescale	100%	100%	100%	95%	Green
KPI	Percentage of criminal justice interviews whose induction / first meeting with a supervising officer took place within 5 working days	84.6%	79.9%	65.9%	75%	Red
KPI	Percentage of Criminal Justice work placements within 7 working days	85.8%	85.4%	43.1%*	-	-
KPI	Percentage of homelessness cases (Housing Options) that progressed to a full homelessness assessment	28.1%	36.5%	38.5%	-	-
KPI	Average time (weeks) between presentation and completion of duty by the council for cases assessed as unintentionally homeless or unintentionally threatened by homelessness	27.8 weeks	28.9 weeks	27.6 weeks	-	-
KPI	Primary School Exclusion Rate Secondary School Exclusion Rate ASN Exclusion Rate	3.2 40 93	0.4 34.6 37.2	1.1 27.5 15.5	-	-

* No RAG status due to Unpaid Work being significantly impacted by the pandemic due to social distancing and also being completely suspended on two occasions, creating huge challenges

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	Reduce the gap in life expectancy for Inverclyde males and females compared to the Scottish average	2016/18	2017/19	2018/20	Reduce gap	Red
	Females	1.48 yrs	2.14 yrs	2.4 yrs		
	Males	1.9 yrs	2.29 yrs	2.5 yrs		
CP	Alcohol specific deaths in Inverclyde (rate per 100,000 population, 5 year rolling average)	2014/18	2015/19	2016/20	Reduce rate / gap	Red
	Inverclyde	32.8	34	34.8		
	Scotland	20.3	20.1	20.6		
CP	Drug related hospital stays per 100,000 population (rate per 100,000 population, 3 year aggregates)	2015/18	2016/19	2017/20	Reduce rate / gap	Amber
	Inverclyde	330.5	311.4	282.6		
	Scotland	180	199.5	221.3		
KPI	Number of clients with a self-directed support package	2806	2563	2702	-	-
	One option	95	114	37		
	Combination of options					
KPI	Delayed discharge from hospital: bed days occupied by delayed discharge patients per 1,000 population	87	162	149	-	-
KPI	Percentage of clients waiting no longer than 3 weeks from referral to receive an appropriate drug or alcohol treatment that supports their recovery	72.2%	87%	97.1%	90%	Green
KPI	Number of adults aged 65+ in long term care	561	560	485	-	-
KPI	The percentage of high priority public health complaints attended by the next day	100%	87%	46.5%	95%	Red

PERFORMANCE DASHBOARD

7. To protect and enhance our natural environment

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	Total CO ₂ emissions within the scope of influence of the Council (per capita emissions tonnes)	3.9t (2018)	3.7t (2019)	Not yet published	3.6t (2020)	Green
CP	The percentage of residents that are satisfied with parks and open spaces	88% (2015/18)	88% (2016/19)	88% (2017/20)	Maintain performance	Green
CP	The percentage of Inverclyde's overall roads network that requires maintenance treatment	37.5% (2017/19)	37.3% (2018/20)	35.3% (2019/21)	Decrease %	Green
CP	Street Cleanliness Score	89.6	84.3	Not yet published	Increase	Red
CP	The percentage of household waste that is recycled	56%	54%	Not yet published	50%	Green
KPI	The percentage of category 1 potholes made safe within 24 hours of notification	100%	100%	100%	90%	Green
KPI	The percentage of building warrants assessed within 20 working days of registration	95%	94%	91%	95%	Amber
KPI	The percentage of completion certificate responded to within 10 working days of registration	85%	76%	80%	85%	Amber

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of adults that are satisfied with libraries	(2015/18) 79%	(2016/19) 79%	(2017/20) 75%	Maintain %	Amber
CP	The percentage of adults that are satisfied with museums	(2015/18) 73%	(2016/19) 67%	(2017/20) 55%	Increase %	Red
CP	The percentage of adults that attended cultural events / places of culture (Scottish Household Survey)	2018 77%	No new data	No new data	-	-
CP	The percentage of adults living in the 20% most deprived that attended cultural events / places of culture (Scottish Household Survey)	2018 70%	No new data	No new data	-	-
CP	The percentage of adults that participated in any cultural activity (Scottish Household Survey)	2018 72%	No new data	No new data	-	-
CP	The percentage of adults living in the 20% most deprived that participated in any cultural activity (Scottish Household Survey)	63%	No new data	No new data	-	-
KPI	Total number of visits to / usages of the Museum (virtual and in person)	57,076	42,277	48,146	10,000	Green
KPI	Total number of visits to libraries (virtual and in person)	671,212	682,714	529,804	250,000	Green

Note on Scottish Household Survey data

All Scottish Government face-to-face interviewing, including the Scottish Household Survey (SHS), was suspended from 17 March 2020. In October 2020, a contact-free telephone/video approach was successfully piloted, and was subsequently rolled out to the remainder of the 2020 sample. The 2021 SHS continues to use this method. The results of the 2020 SHS will be published in autumn 2021. Response rates for telephone surveys are generally lower than for face-to-face interviews. Due to the smaller sample size, the Scottish Government will not be able to provide 2020 data broken down in as many ways as usual and data for individual local authorities will not be available

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of Citizens' Panel respondents that agree that the Council is responsive to customer needs	44%	-	26%	Increase %	Red
CP	The percentage of Citizens' Panel respondents that are satisfied with Council services	69%	-	58%	Increase %	Red
CP	The percentage of Citizens' Panel respondents that agree that services are good value for money	55%	-	48%	Increase %	Red
CP	The percentage of the Council's accommodation that is suitable for its current use	92.8%	90.9%	92.4%	91.5%	Green
KPI	The percentage of customer transactions with the Council that are digital	6.5%	13.9%	65%	Increase %	Green
KPI	The gross cost of benefits administration per case	£37.77	£37.16	£35.62	£45	Green
KPI	The percentage of benefits processing that was accurate	100%	99.3%	*Not measured	99%	-
KPI	PCIP score	70%	No new data	No new data	-	-
KPI	The percentage of pest control service requests attended within 5 working days	99.3%	98.8%	99.6%	96%	Green
KPI	The percentage of consumer complaints completed within 14 days	90.9%	89.4%	92%	95%	Amber

*The work required for "Accuracy of Benefits Processing" was temporarily dropped while the team was processing Covid business support grants however quality assurance work continued throughout 2020/21 with no issues arising. Measurement has been reinstated for 2021/22.

PERFORMANCE DASHBOARD

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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of employees that are satisfied in their jobs (Employee Survey)	82% (2018)	No new data	No new data	-	-
CP	The percentage of employees that understand how their work contributes to the Council's aims (Employee Survey)	93% (2018)	No new data	No new data	-	-
CP	The percentage of employees that agree they feel motivated to do the best job that they can (Employee Survey)	78% (2018)	No new data	No new data	-	-
CP	The percentage of employees that agree that Inverclyde Council is a caring and supportive employer (Employee Survey)	74% (2018)	No new data	No new data	-	-
KPI	The gender pay gap	8.18%	7.52%	7.4%	Reduce %	Amber
KPI	The percentage of the highest paid 5% of employees who are women	58.67%	59.88%	62.4%	Maintain %	Green
KPI	The overall sickness absence rate	9 days	9.2 days	7 days	9 days	Green
KPI	The number of abandoned calls made to the Customer Service Centre (i) revenues and benefits (ii) other council services	18% 6%	6% 3%	6% 3%	26% 10%	Green
KPI	The percentage of employee appraisals completed in the year and individual development plans agreed	97%	92%	Available April 2022	90%	-

We would like to hear what you think of this Annual Report and in particular, if we can improve on the information that we provide to you.

Contact us

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