
Report To:	Policy and Resources Committee	Date:	22 March 2022
Report By:	Corporate Director Education, Communities and Organisational Development	Report No:	PR/06/22/AH
Contact Officer:	Andrina Hunter	Contact No:	01475 712042
Subject:	Corporate Policy and Performance Update Report		

1.0 PURPOSE

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

2.0 SUMMARY

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

- Local Government Benchmarking Framework (LGBF) 2020/21
- New developments in relation to Best Value
- Inverclyde Council Corporate Equality Outcomes Improvement Plan 2021/22.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the key update areas in relation to Corporate Policy and Performance.
- 3.2 It is recommended that the Committee approves the Corporate Equality Outcomes Improvement Plan 2021/25.
- 3.3 It is recommended that the Committee agrees to receive annual progress reports on the delivery of the Corporate Equality Outcomes Improvement Plan 2021/25.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK (LGBF) 2020/21

4.1 The Local Government Benchmarking Framework data for reporting year 2020/21 was published by the Improvement Service on 4 March 2022 along with a National Overview Report. An Elected Member Briefing was held on 22nd March 2022.

4.2 The LGBF 2020/21 comprises of 95 indicators (excluding housing indicators). New data however is only available for 74 of the 95 indicators. Temporary omissions include satisfaction data that is sourced from the Scottish Household Survey and Health and Care Experience Survey which have been delayed. In addition, four new indicators have been added to the framework:

- CHN 24: % of children living in poverty (After Housing Costs)
- ECON 11: Gross Value Added (GVA) per capita
- ECON 12a: Claimant Count as % of Working Age Population
- ECON 12b: Claimant Count as % of 16-24 Population

As in previous years, a refreshed framework will be published in April / May 2022 and will include Looked After Children and Developmental Milestones data. Members will be provided with details of the new data once the remaining indicators are published.

4.3 It is vital to remember that as the new data covers the first year of the Covid-19 pandemic the core operating and delivery landscapes for Councils is very different to previous years and as a result there is significant variation across Councils in performance and expenditure data. A range of factors will have had an impact on performance in the year, including:

- the ongoing impact of Covid on mainstream budgets, as well as the provision of additional Covid-19 funding streams made available to Councils;
- a shift in many services to deliver an emergency response; service redesign and a greater reliance on virtual service delivery;
- service closures to the customers in response to national restrictions e.g. recycling centres;
- the knock-on effects coming from other sectors creating service pressures in other areas e.g. NHS hospitals;
- increased levels of vulnerability within communities, particularly in council areas already experiencing high levels of deprivation and poorer health outcomes;
- local variability such as local lockdowns; patterns of need and demand and the existing infrastructure.
- Performance will also vary across Councils depending on a variety of factors including deprivation levels, investment and policy decisions and population density.

4.4 Shown below is a summary the number of indicators in each quartile for Inverclyde Council:

	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Total
Children's services	6	9	4	2	21
Corporate services	4	1	1	2	8
Adult social care	2	3	2	0	7
Culture and leisure services	1	2	1	0	4
Environmental services	2	2	4	5	13
Corporate assets	1	-	1	-	2
Economic development	2	2	6	3	13
Financial sustainability	-	1	2	1	4
Tackling climate change	2	-	-	-	2
Total	20	20	21	13	74
Total %	27%	27%	28%	18%	100%

- 4.5 Inverclyde Council ranks in the top two quartiles (i.e. a national ranking between 1 and 16) for 54% of indicators, which is lower than in 2019/20. This places Inverclyde in joint 10th position, along with Falkirk and Stirling Councils. East Renfrewshire and West Lothian Council are the top ranking Scottish Councils (52 indicators each) followed by East Dunbartonshire Council (48 indicators).

	2019/20	2020/21
Measures in Quartiles 1 and 2	67% 49/73 indicators	54% 40/74 indicators
Position in the national rankings for the number of measures in Quartiles 1 and 2	1 st	Joint 10 th

- 4.6 The decrease in the number of indicators in the top 2 quartiles is partly attributable to the non-availability of data for the satisfaction measures (SHS and HACE), which is an area where Inverclyde historically has performed well. In 2019/20, Inverclyde ranked in the top two quartiles for 10 of the 11 satisfaction indicators. The inclusion of new indicators in 2020/21, as well as the publication of data in 2020/21 that was not published in 2019/20 (e.g. attainment in literacy and numeracy and school attendance) means that care should be taken if comparing performance with previous years.
- 4.7 It is more meaningful to compare Inverclyde's performance with Councils of a similar socio-economic profile. The table below shows how LGBF performance in the top two quartiles compares for those Councils with the highest levels of multiple deprivation in Scotland, with Inverclyde ranking first.

	No of measures in quartile 1 and 2 (excluding housing)
Inverclyde	40
North Lanarkshire	37
West Dunbartonshire	36
North Ayrshire	35
Glasgow	32
Dundee City	32

- 4.8 The following paragraphs highlight some of the more significant performance changes in the year. Three year trend information along with ranking and the Scottish average is provided in full in the Appendix 1.

a. Children's services

New data has been published for 21 of the 32 indicators in this section. In relation to attainment data, the Improvement Service has advised that due to the absence of external assessment information and the Ministerial direction to award estimated grades, results for 2020 and 2021 should not be directly compared to those in previous or future years, nor can they be used to directly demonstrate subject, school or authority improvement compared with previous years.

The indicator "The percentage of children living in poverty after housing costs" has been included in the framework for 2020/21, the latest data however relates to 2019/20 (pre-Covid).

15 of the 21 measures rank in the top 2 quartiles, changes in performance of particular note include:

- Our ranking for the percentage of early years provision which is graded good or better has fallen from 1 to 14 due to performance declining from 100% to 93.3%. 50% of Councils saw their quality ratings decrease in the past year
- There has been a decline in performance across all the literacy and numeracy measures. A drop has also been recorded nationally.

- Costs per primary and secondary school pupil decreased in the year, whilst the cost of pre-school education place increased. This reflects the national trend.
- All Scottish Councils reported an increase in child poverty levels.

b. Corporate Services

This section of the Framework comprises of eight indicators. Just over half of the eight indicators rank in the two quartiles.

- There was a further improvement in the Council's gender pay gap, which fell by 0.13% to 7.39% in 2020/21, the lowest figure since this measure was introduced to the framework in 2015/16. Almost half of all Councils in Scotland had an increase in the gender pay gap.
- The percentage of women in the highest paid top 5% increased for the fourth consecutive year and is now 62.4%, which is the fourth highest percentage in Scotland.
- The sickness absence rate for both teaching staff and non-teaching staff improved and Inverclyde retained its position in the first quartile for both measures. Nationally, there has been a sharp decrease in local government absence over the last 12 months.
- All Councils saw a reduction in council tax collection rates. Overall, there has been a dip of 1% nationally, in Inverclyde collection rates declined by 0.96%.
- The percentage of invoices paid within 30 days remained above the national average at 95.26%, giving Inverclyde a ranking of 7 relative to other authorities.

c. Adult Social Care

New data has been published for 7 of the 11 indicators within this section. Overall performance is good with 5 of the 7 indicators falling into the top 2 quartiles. Areas of note include:

- Inverclyde once again ranks in first position for the number of days spent in hospital for those that are ready to be discharged per 1,000 population. 28 Councils saw delayed discharges fall in the past 12 months, however there was a wide range of movement across Councils - from -71% to +89%.
- Home care costs per hour increased from £25.07 to £34.29, which meant our ranking changed from 13 to 24, whilst the percentage of people aged over 65 with long term needs receiving care at home remained at 66.1%. The national trend shows a 1% increase in older people being supported at home reflecting less people moving into care homes due to Covid-19 and therefore requiring more care at home.
- The rate of readmission to hospital within 28 days increased in Inverclyde from 92.8 to 96.69 (per 1,000 discharges), however our relative ranking improved from 9 to 5. Nationally, there was an increase of 14.7% in hospital readmissions (within 28 days). This is due to a reduction in both the number of readmissions and discharges, however the reduction in discharges has been greater (proportionally) than readmissions, resulting in an increase.

d. Culture and leisure services

New data has been published for 4 of the 8 indicators within this section. The remaining 4 indicators relate to satisfaction with services, the data for which is currently unavailable. 3 of the 4 indicators rank in the top 2 quartiles. Of particular note is:

- Covid-19 restrictions have resulted in huge restrictions in culture and leisure visits.
- Costs per leisure attendance in Inverclyde increased from £1.19 to £9.73 and were the third lowest in Scotland. All councils in Scotland had a significant increase in the cost per leisure attendance.

- Costs per library visit increased slightly in 2020/21, increasing by 49p to £2.66, whilst the cost per museum visit decreased by 27p to £5.79.
- There was a decrease of £3,553 in the cost of parks and open spaces per 1,000 population, taking costs to £24,280 and improving our ranking from 29 to 23. There was also a decrease in national costs for this measure.

e. Environmental Services

New data has been published for 13 of the 15 indicators within Environmental Services section. 4 of the 13 indicators rank in the top 2 quartiles.

- Inverclyde is one of 26 councils to have had a fall in household recycling levels. Our recycling rate in 2020/21 was 37.1%, which is the lowest level since 2010/11. This has resulted in a drop in Inverclyde's ranking from 11 to 22. Contributory factors to the decrease are an increase in household waste during lockdown and the closure of recycling facilities in response to Covid-19 restrictions.
- The net cost of both waste collection and waste disposal in Inverclyde increased in 2020/21 however there was a decrease in both at a national level. The cost of street cleaning per 1,000 population decreased in both Inverclyde and Scotland.
- Our street cleanliness score increased from 84.3 to 89.6, which improved our ranking from 30 to 22. 11 other Councils also had an improvement in their street cleanliness score.
- The cost of maintenance per kilometre of roads decreased in both Inverclyde and Scotland. There was a small increase in the percentage of 'A' and 'B' class roads requiring maintenance treatment but an improvement in 'C' class and Unclassified roads. It should be noted that this was the first year of a new methodology being applied to the Roads Condition Survey which has had the overall effect of improving road network condition data nationally.

f. Corporate Assets

This section of the Framework comprises two indicators:

- The percentage of our operational buildings that are suitable for their current use improved from 90.9% to 92.37%. The comparable national figure is 82.3%.
- The percentage of the internal floor area of our operational buildings that is in a satisfactory condition increased from 86.5% to 87.79%, compared to 89.2% in Scotland.

g. Economic Development and Planning

Three new indicators were added to the framework in 2020.21, bringing the total number of indicators to 13.

- Gross Value Added (GVA) per capita (Econ 11) (the latest date for this indicator is 2019/20)
- Claimant Count as % of Working Age Population (Econ 12a)
- Claimant Count as % of 16-24 Population (Econ 12b)

It should be highlighted that the data for the indicators, "Town Centre Vacancy Rates" (Econ 9) and "Immediately available employment land" (Econ 10) have been modelled by the Improvement Service.

4 indicators in this section rank in the top two quartiles. Changes in performance of particular note include:

- Inverclyde ranks first in Scotland for the number of business gateway start-ups per 10,000 population, increasing from 18.6 to 26.86. Only 7 Councils in Scotland had an increase in start-up rates.

- All councils in Scotland reported a decrease in the percentage of unemployed people assisted into work from Council funded employability programmes, however Inverclyde had the largest decrease of all Councils, falling from 25.9% to 2.94%, which resulted in a change in ranking from 2 to 20.
- There has been an improvement in the proportion of people earning less than the real living wage, from 30.9% to 23.8% which improved our ranking by 8 places to 21. There was also a small improvement nationally of 1.7%, taking the overall figure to 15.2%
- Inverclyde remains in the top quartile for immediately available employment land as a percentage of total land allocated for employment purposes in the local development land.
- The town centre vacancy rate is 21.9% (modelled data), which is the highest in Scotland

h. Financial Sustainability

This section was introduced to the Framework in 2019/20 and comprises four indicators. One indicator ranks in the top 2 quartiles.

- Our total useable reserves figure, expressed as a percentage of the Council's annual budgeted revenue, was 26.86%, a slight increase (2.65%) from 2019/20. All 32 councils saw an increase, with reserves ranging from 7% to 58% across authorities (excluding islands). This increase nationally has been attributed to Covid monies allocated to Councils.
- There was a decrease in the uncommitted General Fund Balance figure, expressed as a percentage of the Council's annual budgeted net revenue, falling from 2.75% to 2.46% which resulted in a change in ranking from 12 to 20.
- Inverclyde ranked in 32nd position for the ratio the proportion of a Council's income that is used to meet financing costs, net of investment income. Our performance in 2020/21 was 12.28%, compared to the Scottish average of 6.24%.
- Actual out-turn as a percentage of budgeted expenditure was 98.7% in the last reporting year, representing an increase of 0.06% on 2019/20. This resulted in a change in ranking from 23 to 17. Nationally, there has been 1.9 % reduction in the last 12 months.

i. Tackling Climate Change

There are 2 measures within the Tackling Climate Change section. Inverclyde performs above the Scottish average and ranks in the top quartile for both.

- CO₂ emissions, area wide per capita has fallen for the seventh successive year and is 3.82t compared to a Scottish average of 5.68, placing Inverclyde in 4th position. 4 Councils reported an increase in CO₂ area wide emissions.
- CO₂ area wide emissions within the scope of the local authority per capita also fell for the seventh consecutive year and is 3.72t compared to 4.62t in Scotland, placing Inverclyde in 5th position. Only 1 Scottish Council reported an increase.

4.9 Each Directorate has considered the performance data for their service area and will use this to inform their self-evaluation and future improvement planning, including the development of the final refresh of the Corporate Directorate Improvement Plans.

5.0 New developments in relation to Best Value

5.1 The Accounts Commission published a new "Publication of Information (Standards of Performance) Direction 2021" (referred to as the SPI Direction) on 20 December 2021. The Direction provides guidance to Councils on what they are required to publish as part of their public performance reporting.

5.2 Whilst broadly similar to the 2018 Direction, the refreshed version:

- Underlines the importance of self-assessment of performance;
- Reiterates the Commission's ambitions with regard to integrated audit and o-ordinated scrutiny.

5.3 It is the view of the Commission that Councils should take greater ownership of the public performance reporting and performance benchmarking agendas. Each council is required to report a range of information under the headings of SPI 1 and 2 as described below, however the range of performance data that a Council publishes is left to its own discretion:

- *Statutory Performance Indicator 1: Improving Local Services and Local Outcomes*

Performance in improving local public services, both provided by itself and with partners and communities and progress against the desired outcomes agreed with its partners and communities.

- *Statutory Performance Indicator 2: Demonstrating Best Value*

An assessment of how the Council is performing against its duty of Best Value, including self-assessments and service review activity; audit assessments of its performance against its Best Value duty and assessments from other scrutiny and inspection bodies. Councils should also report on how they have responded to these assessments.

5.4 The Inverclyde Council 2020/21 Annual Audit Report stated that Inverclyde is meeting its statutory performance indicator requirements, however our current public performance reporting arrangements will be reviewed against the new Direction to ensure that the Council continues to provide balanced, timely and accessible performance information to the public.

5.5 The second development relating to Best Value is the publication of further Best Value Assurance Reports. Since the last Best Value update was considered by the Policy and Resources Committee on 14 September 2021, three new Best Value Assurance Reports have been published by the Accounts Commission. These are:

East Dunbartonshire Council (published September 2021)

East Dunbartonshire Council was found to have demonstrated a good pace of improvement since the last BV report in 2017. Service performance is strong and had improved in the majority of services, prior to the Covid-19 pandemic. The Council's priorities are clearly reflected in its financial plans and its Business and Improvement Plans (BIPs) and the Council is well placed to meet future challenges. Housing Services is highlighted as an area requiring improvement.

South Ayrshire Council (published October 2021)

South Ayrshire Council has a clear vision, which reflects local needs and is supported by, and well-aligned to, the plans and work of its partners. It has also responded well to the challenges of the Covid-19 pandemic. Good working relationships exist between officers and elected members, but limited progress has been made on key aspects of Best Value. Progress has been particularly slow in community planning, financial and workforce planning, transformation and some aspects of community empowerment. It was recommended that Council's leadership increase its ambition, pace and focus to deliver improvements in these important areas.

Falkirk Council (published December 2021)

In Falkirk Council's previous Best Value report (2018) it was found that the Council would need strong leadership to make the necessary step change in its pace of improvement. The latest BVA found that elected members and the Corporate Management Team have not demonstrated the collective leadership required to drive the change necessary to deliver the Council's priorities. Insufficient progress was found to have been made on the key aspects

of Best Value, including improving financial sustainability, performance management and reporting, community empowerment and equalities. A further report has been instructed to be brought back to the Commission in 2023.

- 5.6 The next BVARs due to be published in 2022 are Comhairle nan Eilean Siar, Angus and Shetland Islands along with a Moray Council follow-up report. Audit Scotland has advised that Covid-19 will be a cross cutting issue across all Best Value work and reports will include an assessment of how well each Council has responded to the immediate challenges of Covid-19 and how well placed it is to respond to the medium to longer term challenges.
- 5.7 Other local audit work on Best Value, including a follow-up of BVAR improvement actions will be reported in the Annual Audit Report.

6.0 Corporate Equality Outcomes Improvement Plan 2021/25

- 6.1 The Corporate Equality Outcomes 2021/25 were approved by the Policy and Resources Committee at its meeting on 23 March 2021. An Improvement Plan 2021/25, attached as Appendix 2, was subsequently devised to support delivery of the Corporate Equality Outcomes during the period 2021/25.

The Improvement Plan 2021/25 comprises five Equality Outcomes:

Outcome 1:	Increase the participation of seldom-heard/under-represented voices in local decision-making processes
Outcome 2:	Improve support for older people in the community
Outcome 3:	Take action to prevent violence against women and girls in Inverclyde
Outcome 4:	Increase the diversity of the Council workforce
Outcome 5:	Improve the economic prospects of people who are furthest from the Labour Market including young people, older people and disabled people.

A number of improvement actions will support the delivery of the Equality Outcomes 2021/25 including those around the themes of the inclusion of the LGBTQI community; early intervention and prevention of frailty in older people; the identification of safety issues experienced by women and girls in the local community; exploring potential improvement actions around racism; and promoting the Young Person's National Entitlement Cards for local people aged 11-25 years.

The Committee is asked to approve the Improvement Plan 2021/25 and agree to receive annual progress reports on its delivery.

7.0 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

7.2 Human Resources

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

7.3 Legal

There are no direct legal implications arising from this report.

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

X	YES - An Equality Impact Assessment on the Corporate Equality Outcomes Improvement Plan 2021/25 has been devised and is available to view on the Council's website: https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments/equality-impact-assessments-2022
	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?

X	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed and is included in the Equality Impact Assessment referred to in paragraph 7.3 (a).
	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

8.0 CONSULTATION

8.1 None.

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

APPENDIX 1

Children's Services		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
CHN1	Cost per primary school pupil	£5,826	£5,791	£5,473	19	10	4	£5,897
CHN2	Cost per secondary school pupil	£7,904	£7,801	£7,089	20	14	5	£7,629
CHN3	Cost per pre-school education place	£7,815	£8,204	£11,147	29	25	27	£9,255
CHN4	% of pupils gaining 5+ awards at level 5	66%	67%	68%	9	11	14	67%
CHN5	% of pupils gaining 5+ awards at level 6	36%	38%	37%	10	11	21	41%
CNH6	% of pupils living in the 20% most deprived areas gaining 5+ awards at level 5	52%	54%	56%	4	5	6	49%
CHN7	% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6	22%	27%	24%	4	4	9	23%
CNH 12a	Overall average total tariff	886	932	954	14	12	16	972
CNH 12b	Average total tariff SIMD quintile 1	699	765	777	5	4	5	688
CHN 12c	Average total tariff SIMD quintile 2	833	844	942	6	6	6	817
CHN 12d	Average total tariff SIMD quintile 3	969	1084	955	7	3	20	975
CHN 12e	Average total tariff SIMD quintile 4	1115	1076	1227	6	12	6	1108
CHN 12f	Average total tariff SIMD quintile 5	1209	1170	1278	11	18	17	1320
CHN 13a	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	76%	dna	68%	9	n/a	11	67
CHN 13b	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	82%	dna	75%	8	n/a	14	75
CNH 14a	Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	21%	dna	28%	12	n/a	19	25
CBH 14b	Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	18%	dna	29%	15	n/a	25	21
CHN 18	% of funded early years provision which is graded good/better	95.8%	100%	93.3%	9	1	14	90.9%
CNH 19a	School Attendance Rate	92.23%	dna	92.3%	26	n/a	16	92%
CHN 21	Participation Rate	91.77%	92.92%	93.31%	17	14	12	92.18%
CNH 24	Percentage of children living in poverty (after housing costs) New measure	23.26%	23.81%	dna	20	16	-	24.28%

Quartile 1 & 2 (rank 0-16)

Quartile 3 (rank 17-24)

Quartile 4 (rank 25-32)

APPENDIX 1

Corporate Services		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
Corp 1	Support services as a % of total gross expenditure	3.18%	3.42%	3.44%	4	8	9	4.06%
Corp 3b	% of the highest paid 5% employees who are women	58.67%	59.88%	62.43%	6	8	4	58.3%
Corp 3c	Gender pay gap	8.18%	7.52%	7.39%	30	30	30	3.66%
Corp 4	The cost per dwelling of collecting council tax	£10.91	£10.76	£9.19	27	27	26	£6.64
Corp 6a	Sickness absence days (per teacher)	4.92 days	4.95 days	3.45 days	4	3	8	4.16 days
Corp 6b	Sickness absence days (non-teacher)	10.36 days	10.48 days	7.96 days	7	7	5	9.71 days
Corp 7	% of income due from council tax received by the end of the year	95.67%	95.35%	94.39%	24	22	22	94.77%
Corp 8	% of invoices sampled that were paid within 30 days	95.86%	96.13%	95.46%	9	5	7	91.76%

Adult Social Care		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
SW 1	Home care costs per hour for people aged 65 or over	£30.96	£25.07	£34.29	25	13	24	£27.65
SW 2	Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+	5.32%	5.05%	5.05%	12	17	17	8.17%
SW 3a	% of people aged 65 and over with long-term care needs who receiving personal care at home	65.16%	66.12%	66.07%	11	9	11	61.71%
SW 5	Residential costs per week per resident for people aged 65 or over	£400	£414	£450	14	14	15	£439
SW 6	Rate of readmission to hospital within 28 days per 1,000 discharges	92.77	92.82	96.69	9	9	5	120.03
SW 7	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	86.24%	86.6%	87%	11	11	13	82.5%
SW 8	Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	86.68	162.23	151.21	1	2	1	484.28

Quartile 1 & 2 (rank 0-16)

Quartile 3 (rank 17-24)

Quartile 4 (rank 25-32)

APPENDIX 1

Culture and Leisure		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
C&L 1	Cost per attendance at sports facilities	£1.67	£1.19	£9.73	6	5	3	£40.36
C&L 2	Cost per library visit	£2.12	£2.17	£2.66	13	14	9	£2.88
C&L 3	Cost per visit to Museums & Galleries	£41.80	£6.06	£5.79	28	19	11	£10.14
C&L 4	Cost of parks & open spaces per 1,000 population	£28,778	£27,833	£24,280	25	29	23	£19,112

Environmental Services		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
ENV 1a	Net cost per waste collection per premise	£39.41	£43.71	£49.20	1	3	6	£72.35
ENV 2a	Net cost of waste disposal per premise	£108.45	£98.33	£104.26	18	12	16	£104.50
ENV 3a	Net cost of street cleaning per 1,000 population	£20,784	£20,936	£20,413	30	29	30	£14,845
ENV 3c	Street Cleanliness Score	89.6	84.29	89.86	26	30	22	90.1
ENV 4a	Cost of roads per kilometre	£25,413	£24,066	£17,400	31	30	25	£9,667
ENV 4b	% of A class roads that should be considered for maintenance treatment	2017/19 19.03%	2018/20 20.6%	2019/21 20.8%	2017/19 4	2018/20 6	2019/21 7	2019/21 29.8%
ENV 4c	% of B class roads that should be considered for maintenance treatment	2017/19 29.68%	2018/20 30.78%	2019/21 34.7%	2017/19 15	2018/20 17	2019/21 21	2019/21 34%
ENV 4d	% of C class roads that should be considered for maintenance treatment	2017/19 42.67%	2018/20 43.93%	2019/21 38.9%	2017/19 27	2018/20 28	2019/21 25	2019/21 33.6%
ENV 4e	% of unclassified roads that should be considered for maintenance treatment	2015/19 38.69%	2016/20 37.97%	2017/21 35.9%	2015/19 20	2016/20 19	2017/21 17	2017/21 38.3%
ENV 5	Cost of Trading Standards and environmental health per 1,000 population	£27,213	£25,008	£24,124	26	25	27	£18,463
ENV5a	Cost of Trading Standards, Money Advice & Citizen Advice per 1000	£5,032	£4,812	£3,556	11	10	9	£5,857
ENV 5b	Cost of environmental health per 1,000 population	£22,181	£20,196	£20,568	27	27	28	£12,606
ENV 6	% of total household waste arising that is recycled	56%	53.95%	37.1%	6	11	22	42%

Quartile 1 & 2 (rank 0-16)

Quartile 3 (rank 17-24)

Quartile 4 (rank 25-32)

Corporate Assets		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
Corp Assets 1	Proportion of operational buildings that are suitable for their current use	92.91%	90.91%	92.37%	6	9	7	82.31%
Corp Assets 2	Proportion of internal floor area of operational buildings in satisfactory condition	92.01%	86.54%	87.79%	13	23	21	89.2%

Economic Development		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
ECON 1	% of unemployed people assisted into work from council operated / funded employability programmes	20.32%	25.94%	2.94%	8	2	20	5.98%
ECON 2	Cost of planning & building standards per planning application	£9,632	£7,388	£6,926	32	30	26	£5,044
ECON 3	Average time per business and industry planning application (weeks)	7.79 weeks	NA	10.98 weeks	9	-	19	11.08 weeks
ECON 4	% of procurement spend spent on local enterprises	31.36%	27.49%	25.04%	12	16	16	29.11%
ECON 5	No of business gateway start-ups per 10,000 population	18.30	18.64	26.86	17	13	1	11.19
ECON 6	Investment in Economic Development & Tourism per 1,000 Population	£121,305	£133,378	£84,635	22	24	21	£87,793
ECON 7	Proportion of people earning less than the real living wage	26%	30.9%	23.8%	22	29	21	15.2%
ECON 8	Proportion of properties receiving superfast broadband	97.1%	97.3%	96.8%	6	5	9	93.79%
ECON 9	Town Vacancy Rates: number of vacant units as a % of total units for the LA key town centres	17.72%	20.75%	21.92%	30	32	32	12.41%
ECON 10	Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	77.27%	74.56%	80.08%	7	8	8	38.91%
ECON 11	Gross Value Added (GVA) per capita <i>New measure</i>	£15905.31	£15552.70	dna	29	29	-	£26420.48
ECON 12a	Claimant Count as a % of Working Age Population <i>New measure</i>	5.1%	4.5%	6.2%	31	27	20	6.1%
ECON 12b	Claimant Count as a % of 16-24 Population <i>New measure</i>	6.49%	5.78%	7.68%	30	28	18	7.17%

Quartile 1 & 2 (rank 0-16)

Quartile 3 (rank 17-24)

Quartile 4 (rank 25-32)

Financial Sustainability		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2020/21
FINSUS 1	Total useable reserves as a % of council annual budgeted revenue	23.55%	24.21%	26.86%	7	6	10	23.6%
FINSUS 2	Uncommitted General Fund Balance as a % of council annual budgeted net revenue	2.67%	2.75%	2.46%	16	12	20	3.52%
FINSUS 3	Ratio of Financing Costs to Net Revenue Stream - General Fund	14.87	12.63	12.28	32	31	32	6.24
FINSUS 5	Actual outturn as a percentage of budgeted expenditure	98.13%	98.77%	98.71%	24	23	17	97.44%

Tackling Climate Change		Data			Ranked position			Scottish average
Ref:	Description	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2019/20
CLIM 1	CO2 emissions area wide per capita	3.96	3.82	dna	3	4	-	5.68
CLIM 2	CO2 emissions are wide: emissions within scope of LA per capita	3.86	3.72	dna	4	5	-	4.62

■ Quartile 1 & 2 (rank 0-16)

■ Quartile 3 (rank 17-24)

■ Quartile 4 (rank 25-32)

Corporate Equality Outcomes 2021/25		Outcome 1: Increase the participation of seldom-heard/under-represented voices in local decision-making processes					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
1	Inclusion of the LGBTQI community	Achievement of the LGBT Silver Charter Award by LGBT Youth Scotland		Service Manager - Community Learning and Development, Community Safety and Resilience and Sport	December 2022	Costs will be contained within the Education, Communities and Organisational Development Directorate	LOIP 2017/22 Priority 2. Corporate Plan 2018/22 Priorities 2, 5, 9.
1	Implementation of the Community Grants Fund (CGF)	Delivery of the new model of combining all relevant funding streams into one CGF and ensure that applications are furthering the aims of the Council, advancing equality, and ensuring that funding reaches as many organisations as possible			Until 2025	The CGF will be confirmed on an annual basis	
1	Support for New Scots	Further develop learning opportunities around adult literacy and numeracy for the New Scots who have settled in Inverclyde with the aim of increasing their confidence when accessing goods and services			December 2022 (subject to confirmation)	Core funding until March 2022; £87,000 from the New Scots Connect Fund is to be spent by December 2022	
What will success look like?		A successful application to LGBT Youth Scotland for the LGBT Silver Charter Award					
		Awarding of the CGF in response to applications that further the aims of the Council and advance equality					
		Improvement in the 2020/21 performance of the following indicators: How satisfied are you with the way Inverclyde Council takes residents' views into account when making decisions that affect the local area?; I can influence decisions affecting my local area; By working together, local people can influence decisions that affect the local area; and the Council works with local residents to solve problems					

Corporate Equality Outcomes 2021/25		Outcome 2: Improve support for older people in the community					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
2	Early intervention and prevention of frailty in older people	Review and develop the use of the Frailty Assessment Tool with the aim of developing multi-disciplinary planning for service users and patients. Scope and explore how Services contribute to the prevention of frailty.		Service Manager - Primary Care, Public Health and Equalities	2021/23	Jointly funded by HSCP and NHSGGC, including the Frailty Advance Nurse Practitioner post from November 2021	LOIP 2017/22 Priority 2. Corporate Plan 2018/22 Priorities 4, 5, 6, 9. HSCP Strategic Plan 2019/24 Big Action Numbers 4 and 5. Active Inverclyde Strategy.
2	Implementation of the new Health and Well-Being Recovery Plan	Delivery of the new Health and Well-Being Recovery Plan with the aim of preventing falls and improving activity and movement in people with long-term conditions			December 2022	Recovery Funding £50,000	
2	Access to Community Connectors, GP Community Link Workers and Welfare Rights Officers	Provide support to enable residents to access services that support their well-being			2021/24	Partly funded by £60,000 Recovery Funding £80,000; HSCP commissioned service; £50,000 regarding access to activity and leisure; and £162,000 (for Welfare Rights Officers)	
2	Promotion of the Access 1st service	Further development of the service to raise awareness of the Access 1st service among local residents as the first point of contact to access services which aim to support them to live a safe, healthy, active and satisfying life; feel respected and included in their local community; and feel they have the same opportunities as other who do not have a long-term condition or disability			2021/23	Well-Being Campaign/Recovery Funding £35,000	
What will success look like?		A reduction in the number of older people who have been assessed as ≤ 6 on the Clinical Frailty Scale, with 1 = Very Fit and 6 = Moderately Frail					
		A decrease in social isolation experienced by older people as measured by the Community Connectors Project and the Health and Well-Being Plan, with the baseline being the number of older people who said they felt lonely some of the time in the last two weeks: 65-75 year olds (11%) and 75+ year olds (27%) (2017/18, the most recent data available)					
		A reduction in the number of older people in the community who are at risk of falling					

Corporate Equality Outcomes 2021/25		Outcome 3: Take action to prevent violence against women and girls in Inverclyde					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
3	Equally Safe at Work	Apply for the next stage of Equally Safe at Work Bronze Accreditation. Identify learning from the first stages of the programme and opportunities for the Council to advance gender equality and prevent violence against women across its workforce.		VAWMAP/Corporate Equalities Group/HR	March 2023	Staff time	Inverclyde Violence Against Women Strategy and Action Plan 2017/22. Corporate Plan 2018/22 Priority 5.
3	Improve housing outcomes for women and children affected by domestic abuse	COSLA is leading on this work and it is included in the National Equally Safe Delivery Plan. COSLA is in discussion with Scottish Government regarding capacity and engaging with services in local areas to identify needs. VAW MAP will be part of this discussion on how to improve housing outcomes in our area.		VAWMAP	March 2025	Staff time	
3	Improve outcomes for women with learning disabilities who have been affected by domestic abuse	Be part of a national advisory group led by NHS Scotland to identify outcomes that affect women who have a learning disability and are experiencing domestic abuse. Consider how improvements can be implemented at a local level and work with local partners to put this into practice.		VAWMAP	March 2023	Staff time	
3	Identify safety issues experienced by women and girls in the local community	Work with community safety colleagues to carry out a consultation to determine if women and girls perceive any safety impediment in using Inverclyde public paths, parks and cycle ways and, if so, how any identified issues may be addressed. The survey is structured to identify gender related concerns, help us understand perceptions and experiences which affect or limit women undertaking activity in public space and assist us in identifying areas of our services, communities and public spaces which could be improved.		Community Safety Partnership	March 2022	Staff time	
What will success look like?		There is an improvement in outcomes for women and girls in Inverclyde affected by violence against women					

Corporate Equality Outcomes 2021/25		Outcome 4: Increase the diversity of the Council workforce					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
4	Identify potential improvement actions around racism	Undertake a review of the Council's understanding of racism and the structural barriers that may exist and thereafter incorporate the findings of the review into the devising our Corporate Plan 2022/26.		Service Manager - Corporate Policy, Performance and Partnerships	March 2022-March 2023	Staff time	People & OD Strategy 2020/23. LOIP 2017/22 Priority 4. Corporate Plan 2018/22 Priority 10.
4	Recruitment of employees from minority ethnic communities	Consider how we can implement the use of the Scottish Government's (SG) Minority Ethnic Recruitment Toolkit with the aim of supporting the recruitment of Inverclyde Council employees from minority ethnic communities. This action will be progressed as part of our review into recruitment advertising.		HR and Organisational Development Manager	March 2021-September 2022	Staff time	
4	Improve the equality data held on the composition of our workforce	Recruitment portal has updated its equal opportunity (EO) questions tied to the changes in the next Scottish Census (delayed from 2021 to 2022). The form is ready to be released after the school Summer break 2021 to ask all staff to update their EO statistics.			March 2022-March 2023	Staff time	
What will success look like?		<p>Improved understanding of racism and the related structural barriers; inclusion of the review's findings in the Corporate Plan 2022/26</p> <p>The SG's Minority Ethnic Recruitment Toolkit supports the recruitment of Council staff from minority ethnic communities</p> <p>There will be an improvement in the diversity of, and information on, the Council's workforce from a baseline year of 2019/20, as detailed in the Equalities Mainstreaming Report 2021</p>					

Corporate Equality Outcomes 2021/25		Outcome 5: Improve the economic prospects of people who are furthest from the Labour Market including young people, older people and disabled people					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
5	Young Person's National Entitlement Cards for people aged 11-25 years	Publicise the Cards with the aim of promoting engagement with the initiative and the uptake of free travel for all under 22 years olds from 31 January 2022		Service Manager - Community Learning and Development, Community Safety and Resilience and Sport; Regeneration Manager	Ongoing	Funded by the Council and the Improvement Service	LOIP 2017/22 Priority 4. Corporate Plan 2018/22 Priorities 3, 10.
5	Local Employability Partnership (LEP) re-established to ensure LOIP 2017/22 and Scottish Government employability policies and programmes are delivered locally	Regular LEP meetings. A Delivery Plan 2022/23 is created through partnership working outlining employability priorities for the following financial year.		Regeneration Manager	March 2023	Funded by the Council and the Scottish Government	
5	Employability interventions Inverclyde Jobs Pledge	Deliver improvement actions in line with the relevant elements of the individual Covid-19 Recovery Plans which support delivery of Local Outcomes Improvement Plan 2017/22 Priority 3: The local economy		Interim Service Director - Environment and Economic Recovery/Head of OD, Policy and Communications	March 2023		
What will success look like?		Under 22 year olds utilise the free travel provision					
		Increased opportunities for people who are furthest from the Labour Market including young people, older people and disabled people					
		Cost effective service delivery which benefits from sharing best practice					
		Stronger, more targeted collaborative working					