
Report To:	Social Work & Social Care Scrutiny Panel	Date:	5 January 2022
Report By:	Kate Rocks Chief Officer Inverclyde Health & Social Care Partnership	Report	SWSCSP/03/2023/AH
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Subject:	Children & Families Performance Refresh		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 To provide context to the reported Children and Families performance information for 2021/22 and to advise of the steps being taken to refresh activity in this area as well as addressing contributory factors.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Social Work & Social Care Panel note the contents of the report and support the direction of travel being taken.

Kate Rocks
Chief Officer (Inverclyde HSCP)

3.0 BACKGROUND AND CONTEXT

- 3.1 Within the tabled 2021/22 performance report there are two measures for Children and Families Services which are causing concern. These apply to the percentage of looked after children with a permanence plan within six months of being accommodated (18%) and percentage of Child Protection review case conferences taking place within 110 days of registration (24%).
- 3.2 Performance data on these measures has for the previous two years (2019/20 and 2020/21) not met the agreed target of 60% and 80% respectively. This is suggestive of a more systemic issue.
- 3.3 The permanence planning measure speaks to the issue of potential drift within the child's looked after journey and thus is a valuable indicator. There would appear however to be an issue with regard to the application of the indicator in practice in terms of a shared understanding of what constitutes a permanence plan and what the permanency timeline should look like. Nationally, this continues to be an issue for most areas due to consistency concerning the definitions of the four permanence options.
- 3.4 The Child Protection review case conference measure speaks to Children and Families performance against a process opposed to measuring impact/outcomes. Thus, it is perhaps somewhat of a blunt tool in providing insight into the extent to which Child Protection activities are contributing to keeping children safe.
- 3.5 Both the policy and practice context for Looked After Children and Child Protection has changed/is changing since both these measures were put in place. There is the PACE improvement methodology for Permanence and Care Excellence and forthcoming review of Child Protection procedures.
- 3.6 During the COVID pandemic the HSCP's well established Quarterly Service Performance meetings were paused as staff were redirected to deliver/support frontline services.
- 3.7 There has been a turnover of staff within Children and Families Services which has seen new staff join some of whom have limited post social work qualifying experience. This combined with vacancies remaining stubbornly high has presented challenges in terms of the capacity for training opportunities around for example data entry requirements.

4.0 PROPOSALS

- 4.1 The Children and Families Quarterly Performance meetings have been re-established, with the first meeting taking place on Monday 28th November. This will provide a valuable framework to develop a shared understanding of what data we are capturing and why. It will also allow early access to such data and in doing so enable managers to take early action where appropriate.
- 4.2 There is a need to review the performance measures associated with Children and Families to ensure they speak to the Service's impact on the lives of our children and their families and the outcomes being achieved. It would be the Service's intention to bring a further report to the Panel in the New year outlining our thinking in this area.

5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial		X	
Legal/Risk		X	
Human Resources		X	
Strategic (LOIP/Corporate Plan)	X		
Equalities & Fairer Scotland Duty		X	
Children & Young People's Rights & Wellbeing		X	
Environmental & Sustainability			X
Data Protection			X

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 Legal/Risk

There are no identified legal/risk issues for Inverclyde Council/HSCP contained within this report. This is a report for information and noting by the Social Work and Social Care Panel.

5.4 Human Resources

There are no identified Human Resource issues for Inverclyde Council/HSCP contained within this report.

5.5 Strategic

The measures referred to in this report are linked to the priorities contained within the Inverclyde Council Corporate Plan 2018/22. They have been reported on annually, most recently in November 2022 (see 7.1 Background papers).

5.6 Equalities and Fairer Scotland Duty

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
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, assessed as not relevant and no EqIA 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 – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: This report does not affect or propose any major strategic decision.

5.7 Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
X	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

6.0 CONSULTATION

6.1 None

7.0 BACKGROUND PAPERS

7.1 Inverclyde Council Annual Performance Report 2021/22 (PR/26/22/MR)

Inverclyde Council

Annual Performance Report

2021/22



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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 2018/23, in order to realise our Vision of 'Getting it Right for Every Child, Citizen and Community'.

This is our fourth Corporate Plan Annual Performance Report and since the Plan was published in April 2018, almost every aspect of our lives has been affected by the Covid-19 pandemic. Sadly, for many residents and communities this impact has been profound and will continue to be felt for many years to come. Yet again however, residents, local partnerships, services and businesses worked together during the year to support one another and protect the most vulnerable and we would like to thank everyone involved for all they have done for the area over the last year.

Our current organisational priorities are based on what residents and communities told us were important to them. Community consultation was scheduled to take place during 2021/22 to review these priorities and develop a new Council Plan, however in view of the difficulties in carrying out meaningful engagement during the pandemic, the decision was taken to continue to focus on the delivery of the current Corporate Plan to April 2023, after which we will publish our new Council Plan. We know that progress in delivering improvements in key areas such as strengthening the local economy and improving health will have been set back by Covid-19, however we continue to have huge ambition and will seek to develop new and innovative ways of working in these challenging times in order to build resilience and create a stronger, modern Council that is ready for the challenges ahead.

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 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>

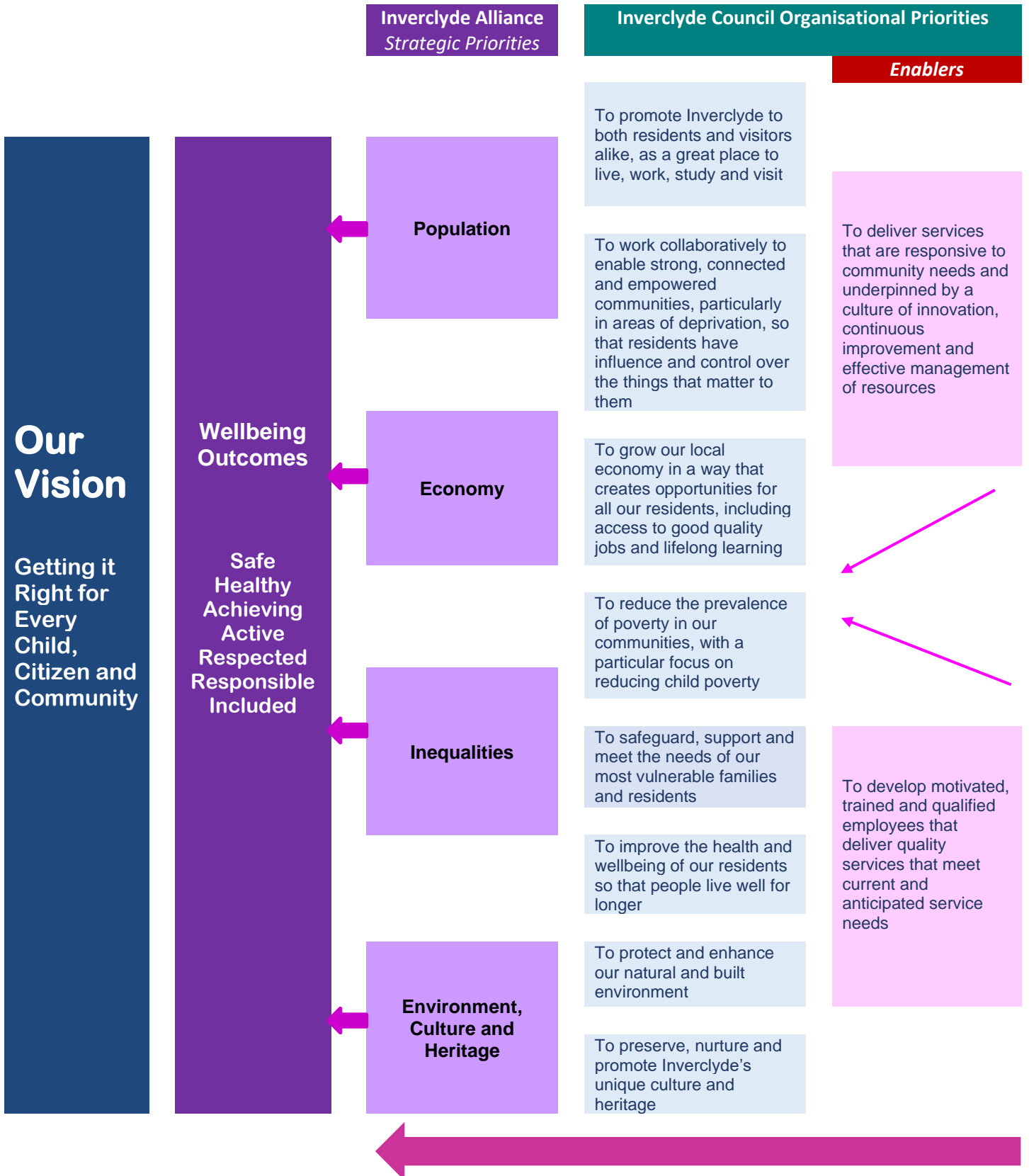
As always, your feedback is very important to us and contact details are provided at the back of this report if you would like to provide us with your views on any aspect of our performance.

Louise Long
Chief Executive
Inverclyde Council

Councillor Stephen McCabe
Leader
Inverclyde Council

Our organisational priorities

Our organisational priorities are underpinned by feedback from our communities about their priorities, as well as data on areas of particular need locally. They also support the delivery of the Inverclyde Alliance Outcomes Improvement Plan strategic priorities as shown below.



COVID -19

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. The Covid-19 pandemic has exacerbated existing challenges and created new ones, with a widening of inequalities becoming apparent early in the pandemic.

Research published by the Scottish Government in “Scotland’s Wellbeing: The impact of Covid-19”, shows that positive outcomes associated with health, economy, work, business and culture are expected to be deeply set back and that the long term impact will be 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 only become clearer as time progresses.

Inverclyde Council will continue to monitor and respond to the pandemic through consultation and engagement with local communities and analysing data to identify new and emerging need.

Planning for Recovery

During 2021/22, the Council and partners implemented a recovery framework to mitigate against the ongoing impact of the pandemic and to support recovery and renewal.

An Inverclyde Council Organisational Recovery Action Plan was implemented alongside a Partnership Recovery Plan, developed by the Inverclyde Alliance. The Partnership Plan captured the collective input of a wide range of partners and communities under the themed outcomes of ‘Education’, ‘Culture’ and ‘Sport, Health and Wellbeing’ and ‘The Economy’. Action plans for each themed outcome were implemented to support recovery in these key areas.

Both Recovery Plans came to an end at the end of 2021/22 and any ongoing work streams were subsumed into the Council’s Corporate Directorate Improvement Plans and the Inverclyde Alliance Partnership Action Plans, where they will continue to be delivered. Longer term recovery however, will also be influenced by a range of factors that are outwith the Council’s control, such as policy and financial decisions made by central Government.

Did you know that in 2021/22...



There were 540,418 library visits (online and virtual)



Inverclyde Council served an estimated population of 76,700



83 New Scots and English for Speakers of Other Languages learners improved their language and communication skills via a Council funded programme



The Care and Support at Home Service delivered a total of 1,235,823 visits to 1,971 service users



Over 1500 potholes were made safe



699 households approached the homelessness service for advice and assistance



35 children received Gaelic Medium Education in Whinhill Primary School



Inverclyde Council was responsible for 373 km of road network



12,906 tonnes of household waste was recycled



2,816 Bookbug Bags were gifted



4,453 people were employed by Inverclyde Council



There was a total of 246,565 visits to pools across Inverclyde



£4 million was invested to support local recovery, in addition to a £6 million jobs recovery fund



2,942 Inverclyde residents were registered on the Shielding List



Over 3,000 people were involved in Participatory Budgeting



More than 1,200 Business Support Grant applications were processed and approved

Performance Review of the Year 2021/22

How we measure our performance








This Annual Performance Report 2021/22 provides an overview of performance in the delivery of the organisational priorities set out in our Corporate Plan 2018/23. It highlights a number of key achievements throughout the year, supplemented by a range of performance data which aims to provide a balanced view of the progress that has been achieved in both improving local outcomes and service delivery.

Key Performance Indicators

Each organisational priority is underpinned by a key performance indicator dashboard. When considering the latest data, it is important to remember that some aspects of performance may look very different when compared to pre-pandemic data.

The latest data for each performance measure is provided along with a status where a target has been set. Targets are regularly reviewed to reflect trends and benchmarked information. Our focus on improvement is however wider than solely focusing on targets and where it is not appropriate to set a target e.g. school exclusions, trends in the direction of travel are monitored and where possible, performance benchmarked with comparator authorities. Such measures are described as 'data only'.

The performance dashboard uses the following status icons to help you assess performance:

PI Status	
	Performance has not met target and is below the set tolerance level
	Performance is below target level, but is within a set tolerance level
	Performance is at target level or higher
	Performance is being monitored but no target has been set (data only)
Short term and long term trend status	
	Improving performance (short term = annual change, long term = 5 years)
	No statistical change in performance
	Performance has declined (short term = annual change, long term = 5 years)

Data for a number of the Council's key performance indicators is derived from both national and local surveys, e.g. the Scottish Household Survey and the Inverclyde Citizens' Panel. Due to the pandemic, survey work had to be postponed or carried out in a different way, creating a data lag in some instances, whilst in others, data is not available or comparable with previous years due to changes in methodology.

In addition, whilst the Inverclyde Citizens' Panel is used to consult with local people twice a year on a range of issues, a number of questions specifically relating to the Council are only asked every two years. This is to avoid panel fatigue arising from members being asked for their views on the same topic every year.

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

Our aims

- Inverclyde is regarded as a great place to invest, live, work, study and visit by both those that live here and those 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

What progress did we make in 2021/22?

The latest official population figures show a slight decrease in the population of Inverclyde, which was estimated at 76,700 in mid-2021. Fewer births than deaths continues to be the major driver of population decline locally with deaths being almost twice the number of births in the year. A review of the trends in population change shows that the number of births in Inverclyde in 2020/21 was almost a third lower than in 2009/10 and whilst a falling birth rate is also a trend that is occurring across Scotland as a whole, the impact of this on Inverclyde's population has been far greater.

The number of people moving into Inverclyde has outnumbered the number of people leaving in three out of the past five years, which is an encouraging sign that the promotion of the area is having a positive impact. The ability to actively market Inverclyde during the year was however hampered by the pandemic, with key business sectors such as tourism, hospitality, culture, entertainment and recreation, all of which play a key role in attracting visitors to Inverclyde, badly affected.

To facilitate recovery in this area, in May 2021 the Council approved the creation of a 2 year marketing and tourism post along with a dedicated budget. Funding was also earmarked for both high profile outdoor events and smaller scale community events to bring residents together again when the time was right. This work supports the 'discover Inverclyde' brand, which is a Council led call to action, website and place marketing initiative to promote all that Inverclyde has to offer across Scotland and wider, including heritage and history, arts and culture, outdoor and indoor activities and walking and cycling routes.

Promoting Inverclyde

Whilst the pandemic and public health restrictions had an impact on the ability to promote some aspects of the Inverclyde offer, the Council's Corporate Communications team continued to actively promote the area, including:

- Working with broadcasters from across Scotland, the UK and international media to tell the story of how pupils, teachers and school staff had put in place strong safety and public health measures to keep people safe as schools started to return during the pandemic.
- Working with local care homes to help spread the word about public health measures to keep vulnerable residents safe, including an emotional moment televised on STV when two lifelong friends were able to hug for the first time in two years when restrictions started to ease.
- As swimming pools across Scotland planned to re-open, support was provided to the media to highlight the work being done in Inverclyde at the iconic Gourock outdoor pool to help encourage people across Scotland to take those first tentative steps back to normality and to reassure them that Inverclyde was a safe place to visit.
- Even during a pandemic Inverclyde's twins, dubbed 'Twinverclyde', helped to safely speak to a range of media supported by the Council's communications service to highlight Inverclyde as a place to live and raise a family to continue to support the repopulation message.
- The 'discover Inverclyde' theme encouraging visitors to Inverclyde was developed further via TV adverts, campaigns encouraging cycling and walking and also zoom and Webex backdrops for people to use during the pandemic when more meetings were being done online.

Delivering state of the art school and early years facilities

The provision of high quality early years, education and learning facilities plays a key role in attracting families to move to Inverclyde, as well as helping to drive up educational outcomes.

Despite the significant impact on the construction industry caused by the pandemic, the Council's £270 million investment in education facilities continued during the year with the completion of a new £2.9 million Larkfield Early Learning Centre as well as a £2.4 million extension to the Rainbow Family Centre in Port Glasgow. Both facilities help to support the major expansion of free early years' provision to 1,140 hours per eligible child annually, a policy which was implemented 12 months ahead of schedule in Inverclyde.

These new facilities are the latest in the drive to provide a high quality learning environment that will shape the future development of children in Inverclyde. The delivery of the full school estate programme, which is nearing completion, means that all children in Inverclyde will attend a primary and secondary school that is either brand new, or has received an extensive makeover.

01 PERFORMANCE 2021/22

MEASURES	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
In-migration - The number of people moving into Inverclyde in the year	1,250	1,780	Due July 2023	Maintain			
Out migration - The number of people leaving Inverclyde in the year	1,350	1,690	Due July 2023	Decrease			
Gross weekly pay for employees living in the area (median earnings)	£544.00	£560.90	£570.10	Increase			
The percentage of Citizen Panel respondents that have considered leaving Inverclyde <i>(Baseline 2019)</i>	(2019) 36%	Biennial PI	(2021) 45%	Decrease %			Not available
The percentage of Citizen Panel respondents that are satisfied with Inverclyde as a place to live	(2019) 74%	Biennial PI	(2021) 75%	Maintain %			
The percentage of Citizen Panel respondents that are satisfied with their neighbourhood as a place to live	(2019) 86%	Biennial PI	(2021) 86%	Maintain %			
The percentage of school leavers achieving 1 or more awards SCQF level 6 or better	74.7%	75.2%	Due Feb 2023	70%			
The percentage of school leavers achieving 5 or more awards SCQF level 6 or better	38.3%	37.7%	Due Feb 2023	36%			
Percentage of school leavers achieving SCQF level 5 or better in literacy	87.2%	89.2%	Due Dec 2022	86%			
Percentage of school leavers achieving SCQF level 5 or better in numeracy	75.5%	75.6%	Due Dec 2022	76%			

Status On or above target

Below target, but within tolerance

Fallen below agreed tolerance level

Data only PI, no target set

Trend Improving performance / got better

Declining performance / got worse

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 aims

- With 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 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

What progress did we make in 2021/22?

The development of locality planning continued to be a priority for the Council during the year with a shift to online events replacing more traditional forms of engagement. Six Community and Engagement Groups (CEGs) have been established with the aim of encouraging residents to become actively involved in local democratic decision making and to make it easier for communities and services to work together to develop solutions to local issues.

Whilst at different stages of maturity, the CEGs have helped to identify local priorities; participated in decision making around how services are planned, designed and delivered and influenced how money was spent in their area. Support has been provided by a Community Development Worker working alongside the group to strengthen community empowerment.

Recovery in our communities has been boosted by an additional £4million investment to provide a range of practical support to strengthen and build local resilience, including funding for local businesses, recognising the vital role they played throughout the pandemic whilst the re-establishment of smaller organisations was supported through grant provision. Additional investment was earmarked for young people via the Duke of Edinburgh Awards Scheme, with the aim of increasing participation and to provide support to young people who were previously prevented from engaging. Looking to the future, plans were developed to host major community outdoor events throughout 2022, to acknowledge and celebrate the resilience and compassion shown by Inverclyde's communities during the pandemic.

Developing citizen participation

Participatory budgeting (PB) is the term used to describe a form of citizen participation in which citizens are involved in the process of deciding how money is spent, giving local people greater influence and say in the decisions that affect their lives.

Inverclyde Council's vision for PB is that it provides a means for communities to discuss and deliberate priorities and assist the Council in prioritising its work at a locality and Inverclyde level. Our model focuses on empowering local communities and ensuring that everyone is provided with the opportunity to take part. In 2020/21, over £4million of the Council's budget was subject to community consultation, some of which via participatory budgeting. The main vehicle for driving this was through the Communication and Engagement groups. These groups were involved in the discussion and deliberation of the following priorities:

- The distribution of £120,000 across Inverclyde's six localities in relation to activities to support the Meliora festival. Over 1,330 votes were cast during this exercise.
- £400,000 of funding to support the Roads Asset Management Plan to inform decisions on carriageways and footpaths chosen for repair and resurfacing work. 906 community members engaged in this PB exercise.
- The implementation of the Council's Anti-Poverty Fund. 6 digital based community listening events were carried out to obtain the views of local communities on changes that could be made to mitigate poverty and inequalities. Over 1,300 community members engaged in this exercise.




























The voice of the community will continue to be an integral component in the delivery of the Council's budget commitments going forward.

Improving community safety

Feeling safe and secure is a vital component of a strong community. The 'Equally Safe; National Strategy' aims to prevent and eradicate violence against women and girls in any form. In support of this national agenda, the Inverclyde Violence Against Women Multi-Agency Partnership, the Inverclyde Community Safety Partnership, Community Learning and Development and Sports carried out a consultation to determine if women and girls in Inverclyde had safety concerns regarding undertaking activities in public spaces and where issues were identified, how these could be tackled.

The feedback broadly indicated that the most common concerns from females were related to physical assault, verbal harassment and unwanted attention from males. Fear of crime and intimidation also had an impact on feeling safe when undertaking social and leisure activities in public, particularly on dark evenings or isolated areas and around groups of males/youths. Costs as well as safety concerns were identified as a barrier to joining activity-based clubs. Based on the responses, an action plan has been developed to raise awareness of women's safety issues and to promote a cultural change in attitudes towards women. The targeted actions aim to reduce fear and anxiety associated with undertaking activities in public spaces and encourage higher levels of participation in local activity based clubs. The action plan, which will be implemented during 2022/23, will be subject to quarterly review to ensure that the improvement activity is delivering the intended outcomes.

02 PERFORMANCE 2021/22

MEASURES	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of Citizens' Panel respondents that feel that they can influence decisions affecting the local area	(2019) 30%	Biennial PI	(2021) 24%	Increase %			
The percentage of Citizens' Panel respondents that are satisfied with the way in which the Council takes their views into consideration when decision making	(2019) 40%	Biennial PI	(2021) 32%	Increase %			
The percentage of Citizens' Panel respondents that feel that safe in their neighbourhood outside at night	(2019) 68%	Biennial PI	(2021) 70%	Increase %			
The percentage of Citizens' Panel respondents that agree that the Council works with them to solve their problems	(2019) 46%	Biennial PI	(2021) 30%	Increase %			
The percentage of Citizens' Panel respondents reporting a reduction in anti-social behaviour in the last 12 months	(2019) 10%	Biennial PI	(2021) 19%	Increase %			
Number of adults improving their literacies	421	148	179	120			
School attendance rates:							
Primary	92%	95%	90.8%	90%			
Secondary	89%	90%	88.1%	85%			
ASN	89%	91.4%	87.6%	80%			

Status	 On or above target	 Below target, but within tolerance	 Fallen below agreed tolerance level	 Data only PI, no target set
Trend	 Improving performance / got better	 Declining performance / got worse		

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 aims

- 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

What progress did we make in 2021/22?

The pandemic has brought to the fore existing economic inequalities with more vulnerable socio-economic groups such as the young, manual workers, those on low incomes and the self-employed being hit the hardest. Economic activity in Inverclyde has therefore focused strongly on the delivery of a Jobs Recovery Plan, supporting our town centres and progressing the Glasgow City Region City Deal, all of which are anticipated to deliver benefits for the area. Encouragingly, we continued to see a positive transition for the vast majority of our young people into work, training or further education with numbers exceeding the Scottish average.

An Inverclyde Economic Regeneration Strategy 2021/25 was approved in June 2021, setting out the Council's ambition for the area, balanced with deliverability. It contains five key priorities and opportunities to improve the local economy and build on recovery, while addressing the challenges posed by reduced levels of public funding and private investment for economic regeneration. Both the Strategy and Action Plan were developed in consultation with the business community and seek to capitalise on opportunities, maximise limited financial resources and to find new ways of delivering regeneration and economic development activity in future.

With neighbouring authorities, West Dunbartonshire and Argyll and Bute, the Council commissioned a report from the Fraser of Allander Institute on supporting economic recovery. The report, which was published in March 2022, sets out the challenges faced by all three authorities and a number of potential initiatives to enhance repopulation and economic recovery. The findings will inform the work of a new government backed Task Force which has been established to stimulate the Inverclyde economy, creating opportunities for businesses and residents to achieve a lasting difference.

Creating new employment opportunities

The Workforce Refresh programme, which was established in 2020 to create employment opportunities for local people, continued during the year with a second voluntary early retirement trawl focusing on specific posts. 33 employees took advantage of the programme in December 2021 with a further 23 due to leave by August 2023. 96% of vacancies have been filled by local residents with just over a quarter being secured by local unemployed residents.

10 vacancies were also created through the programme's dual aim of creating internal advancement opportunities for existing employees. 90% of these additional vacancies have been filled by local residents with just under a quarter of opportunities being secured by local unemployed residents.

Supporting local businesses

Having successfully delivered 12 Scottish Government Covid-19 funding streams in 2020/21, critical financial support continued to be provided to local businesses via both Government and Council funded schemes to help individuals and businesses cope in light of the public health restrictions.

The Revenues and Benefits team administered 7 business funds, approving more than 1,200 applications from businesses with payments amounting to £4.6 million. Additionally, a non-domestic rates relief application based scheme, reducing the liability of 227 businesses in the retail, hospitality and leisure sectors by £3.56million, was also managed by the team. By prioritising this support to individuals and businesses, the Council helped to safeguard jobs, business survival and strengthen economic recovery.

Strengthening collaborative working

Inverclyde Council is one of eight councils in the Glasgow City Region committed to delivering an ambitious Regional Economic Strategy, launched in December 2021. The approach is a first in that it as well as incorporating all of the Region's Councils, the Government and wider public sector agencies have also committed to its delivery. By working together in partnership, the aim is to capitalise on opportunities over the next ten years to deliver a shared Vision that;

“By 2030, Glasgow City Region will have the most Innovative, Inclusive and Resilient Economy in the UK”.

The strategy sets out how the region will weather current and future key global challenges as well as challenges, such as high levels of economically inactive residents. It also seeks to capitalise on the strengths that exist and sets out 7 transformational opportunities with the aim of reshaping the economy for all. These opportunities are tied to 12 regional programmes which make up the first phase of the Regional Economic Strategy Action Plan including; delivering the potential of the waterfront; support for our city and town centres; building the local skills base and assisting businesses in their transition to net zero.

To deliver these ambitious programmes, the region will work with investors and seek new and innovative funding solutions, designed to attract the investment required to deliver the shared Vision.

03 PERFORMANCE 2021/22

MEASURES	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The employment rate (%) of 16-24 year olds (Inverclyde compared to Scotland)	Inverclyde 49.8% Scotland 57.9%	52.2% 52.2%	54.1% 53.9%	Reduce gap			
The percentage of unemployed people assisted into work from Council operated / funded employability programmes (Inverclyde compared to Scotland, LGBF)	Inverclyde 25.9% Scotland 12.66%	2.94% 5.98%	Due Feb 2023	Meet or exceed Scottish average			
The percentage of young people participating in education, training or employment (Inverclyde compared to Scotland)	Inverclyde 92.9% Scotland 92.1%	93.3% 92.2%	93.8% 92.4%	Meet or exceed Scottish average			
Number of adult learners achieving core skills qualifications (SCQF levels 2-4)	314	64	149	80			
Number of council funded business / property grant assists	16	14	16	16			
Number of employability clients who gain a partial / full vocational qualification	354	182	363	300			

Status On or above target

Below target, but within tolerance

Fallen below agreed tolerance level

Data only PI, no target set

Trend Improving performance / got better

Declining performance / got worse

Priority

4

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

Our aims

- 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

What progress did we make in 2021/22?

Concerns around financial and job insecurity grew during the year with the rising cost of living adding extra pressure. Households on low incomes and low paid workers, lone parents, older and disabled people, minority ethnic groups and women are known to be most at risk of poverty. Many people will fall into more than one group and so the impact on them will be magnified.

Our community 'Listening Events' provided a platform for discussion and engagement with residents about these issues and the barriers to getting out of poverty. This local research, alongside that carried out by national organisations, has provided an in-depth understanding of residents' concerns around poverty, its drivers and the impact that it is having on mental health. Acting on this knowledge, in May 2021, investment was approved for a number of targeted interventions to address poverty and deprivation in the communities of Inverclyde with the greatest inequalities. These interventions, totalling £1.08 million funded by the Council and Integration Joint Board, have been directed towards addressing unemployment and employability; providing support for people experiencing difficulties with alcohol, drugs and mental health and to support those experiencing financial insecurities. The resultant projects include support to enter the workplace; the Zero Waste Food Pantry; Fuel Insecurity grants and Starter Packs to support those in a first tenancy. These initiatives were introduced in 2021 for delivery over the period 2021/23.

The Inverclyde Challenge Poverty Week, held in October 2021, provided an opportunity for local partner agencies and groups to come together to call for action to break the grip of poverty on people's lives. Some of the initiatives delivered during the week included benefits and savings advice, information on employment opportunities and food and wellbeing guidance to help support residents of Inverclyde living with the constant pressure of poverty.

Reducing the cost of the school day

Reducing the cost of the school day is just one way in which financial support is being provided to families in Inverclyde. Historically, Inverclyde Council has provided families with more than the nationally agreed minimum school clothing grant and in 2021/22 it was agreed to increase this further to a new payment of £150 per child, regardless of whether they are in primary or secondary school. The national guidance is a minimum payment of £120 for primary age children and £150 for those in secondary school.

Inverclyde Council was also one of the first Council areas in Scotland to roll out free school meals to school children in Primary 5, which began at the start of academic year 2021/22, whilst the national timescale for implementation was not until January 2022.

This followed the introduction of funded school lunches for children in Primary 4, which has been in place in Inverclyde since 2019, two years prior to the Scottish Government implementing the initiative across Scotland.

Eradicating period poverty

Period poverty is highly detrimental to a woman's dignity and can lead to days absent from education or work and missed opportunities to participate in sport or social activities.

In 2021/22, the Council took further steps to eradicate period poverty by making it easier to access sanitary products with the overall aim of increasing uptake. The range of community locations which stock products was expanded to include town halls, community centres, sports venues and swimming pools. This ensures that a variety of venues are available across Inverclyde where the products can be easily accessed. In addition to increasing availability at local venues, 13 local pharmacies agreed to be a pick-up point for free sanitary products.

Alongside this, a highly successful marketing campaign was carried out to promote the free online ordering service, leading to an increase in online orders, allowing women to order and receive products in the privacy of their own homes. The Council has joined the PickupMyPeriod app, which was developed to help anyone who wants to access free period products for either themselves, a family member or friend. This allows anyone using the app to find details of all the venues in Inverclyde where free products are available.

Sanitary products were also included in food bags for those requiring to isolate due to the pandemic. Health Visitors, Learning Disability Nurses, Family Number Practitioners and Family Support Workers also provide sanitary products to families they are in contact with.

04 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of children in Inverclyde living in poverty after housing costs (<i>End Child Poverty</i>)	23.8%	18.2%	Not yet published	Decrease %			
The percentage of SIMD data zones in the 20% most deprived in Scotland *	45% (2020)	The next SIMD release is yet to be announced		Decrease %	-	Not available	Not available
The percentage of the population living in fuel poverty	(2016/18) 31%	(2017/19) 28%	Not yet published	30%			
The percentage of workless households in Inverclyde compared to Scotland	(2019) 23.9% Inverclyde 17.7% Scotland	(2020) 22.1% 18.1%	Not yet published	Reduce gap			
The average tariff score of pupils living in SIMD quintile 1	767	777	Due Feb 2023	Increase			
The percentage of primary pupils (P1,P4 and P7 combined) achieving expected levels or better in literacy	Not measured	67.9%	75.9%	75%			
The percentage of primary pupils (P1,P4 and P7 combined) achieving expected levels or better in numeracy	Not measured	74.5%	80.1%	82%			
The percentage of S3 pupils achieving fourth or better in literacy	Not measured due to Covid-19		36.4%	45%		Not available	Not available
The percentage of S3 pupils achieving fourth or better in numeracy	Not gathered due to Covid-19		49.2%	45%		Not available	Not available

*No trend status has been provided for this indicator due to changes in methodology between SIMD2016 and previous years and SIMD2020 which means that results are not comparable.

Status	On or above target	Below target, but within tolerance	Fallen below agreed tolerance level	Data only PI, no target set
Trend	Improving performance / got better	Declining performance / got worse		

Priority **5** To safeguard, support and meet the needs of our most vulnerable families and residents

Our aims

- 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

What progress did we make in 2021/22?

The most important role the Council has is to keep our residents safe, to meet the needs of the most vulnerable and as a Corporate Parent, to ensure we improve the lives of our looked after children. With Covid-19 restrictions in place until the second financial quarter of 2022, many residents continued to feel the strain, the impact of which has been more challenging for some than others.

To help realise the Scottish Government's ambition for vulnerable children as set out in [The Promise](#), Inverclyde's own "I Promise" team was established. Over the year, 183 colleagues involved in supporting children and families met to discuss Inverclyde's approach and where improvement could be made. A number of focused pledges have been agreed to support children and their families which all partners have signed up to delivering.

A joint inspection of adult support and protection measures in Inverclyde, published in June 2021, found clear strengths in ensuring adults at risk of harm are safe, protected and supported. The Inverclyde partnership was assessed as having taken positive steps to improve the lives of adults subject to support and protection measures. The areas for improvement that were identified have been formulated into an Adult Support and Protection Plan and an audit on its impact is scheduled for 2023.

In 2021, the vast majority of all drug related deaths in Inverclyde occurred in SIMD quintile 1 postcodes and whilst the number of deaths due to drugs and alcohol decreased in 2021, helping to prevent addiction is inextricably linked to improving life chances. To support this, £1million investment has been made by the Council and HSCP to help those that are unemployed or who have difficulties with drugs and alcohol, as well as mental health issues into employment. As part of a 2 year pilot, intensive tailored support will be provided to help individuals overcome their dependencies and move into recovery, with a view to making participants ready for work after year 1.

Supporting family wellbeing

'Play Together' is a new initiative set up following a successful £17,600 funding bid to the Public Library Improvement Fund 2021/22. The initiative, which is being delivered by Inverclyde Libraries in partnership with Barnardo's, aims to reach the heart of communities and engage new audiences by providing a free to use 'play library' providing toys and outdoor learning opportunities to families who may not otherwise have access to them and in doing so, supporting families to play, learn and grow together.

The overarching ethos is to do things differently and more sustainably by placing libraries at the centre of our communities. By providing families with inclusive access to toys and outdoor learning opportunities it also supports the Council's commitment to the UNCRC and our aspiration to attain the Inverclyde Rights of the Child Award. A further aspect of the project is the environment, with the inclusion of sustainable play in support of Inverclyde being one of seven 'Climate Beacon' locations across Scotland.

Fostering kindness

INKIND was a project established to ensure that anyone that needed help during the pandemic would receive it, bringing together Inverclyde Council and CVS Inverclyde, working alongside local services, community groups and local 3rd sector organisations to provide a co-ordinated emergency response. The initiative created opportunities for people to help each other in their area, making a difference to more than 20,000 residents - more than a quarter of Inverclyde's population.
































All sectors worked together to support Inverclyde's communities in their time of need, providing a wide range of support including: volunteer recruitment and training; hot meals delivered to older people; daily/weekly calls to people living alone; support for shopping; prescription pickups and emotional and practical support and advice available via a helpline.

The strength of the partnership working has left a lasting legacy including new initiatives such as a Strong Volunteer Network, befriending initiatives and the development of both Friendship Hubs and a social movement called Inverclyde Cares. Other tangible benefits were also realised with volunteers expressing a deeper connection with their neighbours across Inverclyde and a strong sense of pride in what has been accomplished.

Facilitating recovery from addiction

The Inverclyde Recovery Community, which opened in November 2021, is a safe place for anyone with mental health issues, those affected by alcohol and drug use and for those affected by these issues. The Inverclyde Alcohol and Drug Partnership supported the development of the Recovery Community and offers partners a place to hold recovery initiatives. Building confidence is important to supporting wellbeing and the social hubs provide a place where people can meet, socialise and make friends and establish connections to other recovery services in Inverclyde. The project is open 7 days per week and offers people affected by these issues a safe space in which they can recover, join groups /recovery meetings, talk with lived experience workers or become involved in the recovery cafes in their community.

05 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of looked after children that are cared for in a community setting	86.5%	83.78%	Due Feb 2023	Increase %			
The percentage of children with 1 or more placement in the past year	14.3%	15.3%	Due Feb 2023	Decrease %			
The percentage of adults supported at home that agree that it has helped to maintain or improve their quality of life	(2018) 76.6%	(2020) 82.8%	(2022) 79.6%	Increase %			
The percentage of carers that feel supported to continue in their caring role	(2018) 40%	(2020) 39%	(2022) 29%	Increase %			
Percentage of looked after children with a permanence plan within 6 months of being accommodated (2019 baseline)	9%	25%	18%	60%			Not available
Percentage of Child Protection review case conferences taking place within 110 days of registration	16%	40%	24%	80%			
Percentage of children issued with a new supervision requirement seen by a supervising officer within timescale	100%	100%	100%	95%			
Percentage of criminal justice interviews whose induction / first meeting with a supervising officer took place within 5 working days	79.9%	65.9%		85%			
Percentage of Criminal Justice work placements within 7 working days	85.4%	43.1%*		85%			
Percentage of homelessness cases (Housing Options) that progressed to a full homelessness assessment	36.5%	38.5%	46.9%		-		
Average time (weeks) between presentation and completion of duty by the council for cases assessed as unintentionally homeless or unintentionally threatened by homelessness	28.9 weeks	27.6 weeks	21.9 weeks		-		
Primary School Exclusion Rate	0.4	1.1	0.86		-		
Secondary School Exclusion Rate	34.6	27.5	25.4				
ASN Exclusion Rate	37.2	15.5					

* Unpaid Work was significantly impacted by the pandemic due to social distancing and being completely suspended on two occasions

Status	 On or above target	 Below target, but within tolerance	 Fallen below agreed tolerance level	 Data only PI, no target set
Trend	 Improving performance / got better	 Declining performance / got worse		

Priority

6

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

Our aims

- 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
- To ensure that our carers feel that their needs are supported

What progress did we make in 2021/22?

The overall health profile of the population of Inverclyde continues to be poorer than that of Scotland with life expectancy for both males and females remaining below the national average and recent gains achieved now lost. Covid-19 accounts for the vast majority of the drop in life expectancy in both Inverclyde and Scotland. The emergence of the Omicron variant late in 2021 created further significant challenges for health services and by necessity, service provision during the year continued to be reactive to Government guidance and restrictions.

The impact of Covid-19 on health is beginning to evidence itself in newly published data. Emergency admissions to hospital were significantly down compared to previous years, which is attributable to the pandemic and the associated lockdown measures. A significant reduction was also recorded in the number of referrals to Community Mental Health teams.

Pre-pandemic, Inverclyde was consistently one of the best performing areas in relation to Delayed Discharge. In 2019/20, Inverclyde recorded a total of 1,499 bed days lost, this increased to 1,747 bed days lost in 2020/21 with a further increase recorded in 2021/22 to 3,804 bed days lost. This reflects the unprecedented pressure on HSCP services to ensure a timely and safe discharge from hospital. Despite the large increase, in 2021/22 Inverclyde ranked as the 4th best performing area in Scotland, demonstrating the scale of the challenges faced across Scotland.

The need to tackle health inequalities is greater than ever and will require sustained, positive change across the broader social issues that impact on an individual's health and wellbeing, including income and employment, housing and the wider environment living and social networks, all of which have been affected by the pandemic and add to the challenge of improving local health outcomes.

Streamlining service delivery

Community mental health is a complex area which can involve generational trauma and neglect which impacts on outcomes for children and young people. To target this need, a multi-agency implementation team has been established in Inverclyde with the aim of delivering improvements in the mental health and wellbeing of service users and in children, young people and families accessing services.

This is being achieved via 3 key principles:

- “No Wrong Door”; meaning that someone should not be told that they have approached the wrong service; easing access to mental health services through the development of a single door entry system;
- Community Strength; working with the third sector to enhance provision;
- Nothing About Me Without Me; engaging with stakeholders to develop services using co-production and inclusion

Following the implementation of this new approach, improved outcomes for service users began to be realised at an early stage. This included improved engagement and attendance for a targeted cohort of children for whom community mental health and wellbeing was previously a significant barrier. It has also reduced the number of multiple/ rejected referrals; provided faster access to targeted support and more families are now accessing support from the third sector.

Improving dementia services

As part of Scotland’s third National Dementia Strategy, Inverclyde HSCP was selected as the Dementia Care Co-ordination Programme implementation site, aiming to improve care co-ordination for people with dementia and their carers. The programme launched in September 2019 and concluded in March 2022 and has been formally evaluated. Although impacted by Covid-19, the programme completed a significant amount of work across multiple work streams and generated improvements and multiple legacy initiatives that will continue to support local communities across Inverclyde to be more inclusive and accessible to those with dementia. Other achievements include:

- The introduction of an additional link worker resource in 2021, leading to significant improvements in waiting times
- Regular Post Diagnostic Support waiting list review meetings to ensure that allocations are prioritised and issues are resolved quickly
- The establishment of an Advanced Dementia Specialist Forum, which supported the effective management of complex cases.

The Care Coordination Programme concluded in March 2022 with end of programme events for local stakeholders and an online webinar that highlighted the many achievements of the programme. Learning from the programme is now being shared across other Health and Social Care Partnerships by Healthcare Improvement Scotland, in collaboration with Alzheimer Scotland.

06 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
Reduce the gap in life expectancy for Inverclyde males and females compared to the Scottish average	(2017/19)	(2018/20)	(2019/21)	Reduce gap			
Females	2.14 yrs	2.4 yrs	1.87 yrs				
Males	2.29 yrs	2.5 yrs	2.48 yrs				
Alcohol specific deaths in Inverclyde (rate per 100,000 population, 5 year rolling average)	(2015/19)	(2016/20)	(2017/20)	Reduce rate / gap			
Inverclyde	31.3	31.6	31.7				
Scotland	20.1	20.5	20.8				
Drug related hospital admissions (rate per 100,000 population, 3 year aggregates) Inverclyde	2016/19	2017/20	Not yet published	Reduce rate / gap			
Scotland	311.4	282.6					
199.5		221.3					
Number of clients with a self-directed support package					-		
One option	2563	2702	3103				
Combination of options	114	37	64				
Number of adults aged 65+ in long term care	560	485	526		-	-	-
Delayed discharge from hospital: bed days occupied by delayed discharge (patients aged 75+ per 1,000 population)	162	149	296		-		
Percentage of clients waiting no longer than 3 weeks from referral to receive an appropriate drug or alcohol treatment that supports their recovery	87%	97.1%	82%	90%			
The percentage of high priority public health complaints attended by the next day	87%	46.5%	53.6%	95%			

Status		On or above target		Below target, but within tolerance		Fallen below agreed tolerance level		Data only PI, no target set
Trend		Improving performance / got better		Declining performance / got worse				

Priority **7** To protect and enhance our natural and built environment

Our aims

- With partners, continue the transformation of Inverclyde's physical environment through ongoing regeneration
- To support 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 supports the needs of 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 residents of Inverclyde

What progress did we make in 2021/22?

Tackling climate change is global priority and Inverclyde Council has both a legal and moral obligation to reduce its own carbon footprint and to lead the way in encouraging communities, businesses and other organisations to do the same. A Net Zero Strategy 2021/45 has been developed, setting out the Council's route map to achieving net zero greenhouse gas emissions by 2045, to align with the Scottish Government's target. Whilst the Council's emissions have already decreased from 19,104 tonnes to 10,564 tonnes in 2020/21, equating to a 45% decrease, the Net Zero Strategy sets out new actions relating to energy use in buildings; transport; street lighting and water and waste to deliver further improvements.

A new Strategic Housing Investment Plan (SHIP) 2022/27 was also approved during the year, setting out the key investment priorities for affordable housing in Inverclyde. It is projected that by 2029, 4 out of 10 Inverclyde households will be single person, the majority of which will be inhabited by older people who generally wish to continue living independently in home and community settings. By ensuring a supply of wheelchair housing; dementia friendly accommodation and increased use of technology such as telecare; the housing and the health needs of the population will continue to be met.

Significant investment of £4.5million, funded by Sustrans, Inverclyde Council and Transport Scotland, has been earmarked to improve the Greenock town centre streetscape and public realm as well as 'future proofing' the area so that it will be more compatible with sustainable forms of transport and zero-carbon targets. This work will be progressed during 2022/23.

Climate change and creativity

'Climate Beacons' was a Scotland wide collaborative project between climate change / environmental organisations and arts, heritage or cultural organisations to stimulate public engagement in the lead up to, and following, COP26. The Climate Beacons project ran from June 2021 to July 2022.

Inverclyde was one of seven hubs across Scotland designated as a 'Climate Beacon'. The project was a partnership between Inverclyde Libraries, Beacon Arts Centre, Bellville Community Garden Trust and RIG Arts with a local focus on climate change, mitigation and adaptation as part of our recovery from Covid-19. Activities carried out included:

- Fun Palaces Library Challenge where Inverclyde residents were encouraged to share their hopes and dreams for the future in a climate stable world, along with planting a bulb;
- Two climate-focused Chatty Cafes where the effects of climate change were explored;
- A climate related workshop created within the schools Libraries Inspire programme;
- A successful bid to Museums and Galleries Scotland allowed for a programme of Climate Conversations with Inverclyde Libraries.

The project has provided the opportunity to embed new green practices with Inverclyde Libraries using the impetus of being a Climate Beacon to write a Sustainability Strategy and Action Plan. This will extend the environmental benefit further through sustainable practices which reduce the environmental impact of day-to-day operations. It has also led to disused land at South West library being made into a reading garden, named the "The Drying Green", which will be developed in 2022/23.

Investing in our natural environment

Inverclyde is fortunate to benefit from many impressive outdoor spaces and during 2021/22, Inverclyde Council took over responsibility of the local parts of the Clyde Muirshiel Regional Park along with the associated ranger service.

Two of the area's most popular and valued attractions, Lunderston Bay and Greenock Cut Visitor Centre, were identified as a priority for investment to support the wider work of promoting Inverclyde as a visitor destination and also to encourage more local people to enjoy the outdoors, promote physical activity and support healthier lifestyles.

In total, £540,000 was assigned for investment in the outdoor areas. £250,000 of funding, including £72,000 from NatureScot was approved to enhance the existing facilities at the Cut and Lunderston Bay, whilst Inverclyde Council earmarked funding of £195,000 for a new children's play park at Lunderston Bay.

Further funding of £88,000 was later secured from the Nature Restoration Fund, to be used for re-wilding and biodiversity projects, along with habitat restoration, path improvements and tree planting, all of which will deliver benefits to Inverclyde's natural environment.

07 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
Total CO ₂ emissions within the scope of influence of the Council (per capita emissions tonnes)*	(2019) 3.86t	(2020) 3.72t	Due July 2023	Decrease			
The percentage of residents that are satisfied with parks and open spaces	(2016/19) 88%	(2017/20) 88%	Due Feb 2023	Maintain %			
The percentage of Inverclyde's overall roads network that requires maintenance treatment	(2018/20) 37.3%	(2019/21) 35.3%	(2020/22)	Decrease %			
Street Cleanliness Score	84.3	89.86	Due Feb 2023	Increase			
The percentage of household waste that is recycled	54%	37.1%	Due Feb 2023	50%			
The percentage of category 1 potholes made safe within 24 hours of notification	100%	100%	100%	90%			
The percentage of building warrants assessed within 20 working days of registration	94.4%	93.7%	92.2%	95%			
The percentage of completion certificate responded to within 10 working days of registration	76.4%	78.4%	68.12%	85%			

*There is a time lag in the publication of this data. The latest data which is presented here was published in August 2022.

Status On or above target
 Below target, but within tolerance
 Fallen below agreed tolerance level
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse

Priority



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

Our aims

- 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

What progress did we make in 2021/22?

It has been acknowledged nationally that cultural sector recovery from the impact of the pandemic has been slower than in other sectors, with a public nervousness in attending events adding to the pressure of rising operating costs.

Cultural activities however are known to sustain positive wellbeing and play a role in reinvigorating communities and it was important that frontline library services were able to return to some level of normality in 2021, welcoming back customers in a Covid safe space. The re-introduction of in-person Chatty Cafes, which were initially created to tackle social isolation and loneliness, was identified as a priority following lockdown to bring people together again and help support recovery.

A significant proportion of the year for the Watt Institution was dedicated towards the submission of Accredited Museum status, which is the UK wide professional standard for museums. This provides assurance to the Council, our funders and users that the Museum is effective in helping to engage people with the collections and protecting them for future generations.

Support was provided to the Inverclyde Heritage Network to deliver Inverclyde's first Heritage Day as part of Local and Community History Month. The event, which was attended by more than 300 people, provided groups and individuals working and volunteering in heritage the chance to get together and promote their work to the public.

Celebrating our heritage through art

Public artworks celebrating Inverclyde's past, present and future have been installed at Greenock Waterfront, supported by Sustrans Scotland, National Lottery Heritage Fund through the Great Place Scheme and Inverclyde Council. RIG Arts and artist Tragic O'Hara were commissioned to engage with the local community to deliver permanent artworks with the aim of encouraging more people to walk, wheel and cycle along the National Cycle Network Route 75 and inspire people to explore the area in a sustainable and active way.

Looking to the past, 'Yardmen' celebrates Inverclyde's shipbuilding heritage in miniature form and represents those who built the Clyde coast. Representing the present day, 'Ebb and Flow' is a seating installation based on the forms of kelp and sealife. The third artwork, 'Mechanical Animals' represents what might happen if the climate and biodiversity emergencies continue unchecked.

As well as providing an extra dimension to the waterfront for visitors, the project provided a great opportunity to engage with local residents about public art.

A second tribute to Inverclyde's rich history of shipbuilding and its shipyard workers was unveiled during the year. The 'Shipbuilders of Port Glasgow' sculpture, designed by artist John McKenna, consisting of two stainless steel 33 foot tall figures with a combined weight of 14 tonnes, was installed in Coronation Park, Port Glasgow. The sculpture was chosen following a public vote and whilst paying tribute to the illustrious shipbuilding past of Inverclyde, also serves as a modern day tourist attraction.

Recognising our historical links to slavery













Following the emergence of the George Floyd movement, a working group was set up to review and report on Inverclyde's historical connections to slavery and how these connections should be recognised in today's society, including recommendations as to how community reparations could be made. The working group, which comprised of officers, community members and community members of black heritage carried out a wide range of work, including a public consultation, an audit of slavery-linked features, a review of inclusivity in the schools' curriculum and consideration of appropriate community reparations.

The results of the consultation showed that broadly, the public were in favour of telling the story of Inverclyde's links with the transatlantic slave trade and that the best way to do this is via the inclusion in the schools' curriculum, plaques / information boards and history walks. Respondents were also broadly in favour of the removal from display of the Gourock Burgh coat of arms, which may depict an enslaved man, from buildings owned by the Council and further work on the practicalities of this are now taking place.

The audit showed that a great many people, places and historical events in Inverclyde can be linked to the trade, not surprising for an area with its history steeped in shipping connections.

The reparatory plan includes a proposed heritage trail linking to relevant sites, further research into both Inverclyde's links to slavery and also the abolitionists who spoke here, consideration of a more inclusive schools' curriculum, and a celebration of black history and culture during Black History Month.

08 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of adults that are satisfied with libraries	(2016/19) 79%	(2017/20) 75%	Due Feb 2023	Maintain %			
The percentage of adults that are satisfied with museums	(2016/19) 67%	(2017/20) 55%	Due Feb 2023	Increase %			
The percentage of adults that attended cultural events / places of culture (Scottish Household Survey)	(2019) 80%	Not available	Not available	Increase %	-	Not available	Not available
The percentage of adults living in the 20% most deprived that attended cultural events / places of culture (Scottish Household Survey)	(2019) 71%	Not available	Not available	Increase %	-	Not available	Not available
The percentage of adults that participated in any cultural activity (Scottish Household Survey)	(2019) 67%	Not available	Not available	Increase %	-	Not available	Not available
The percentage of adults living in the 20% most deprived that participated in any cultural activity (Scottish Household Survey)	(2019) 57%	Not available	Not available	Increase %	-	Not available	Not available
Total number of visits to / usages of the Museum (virtual and in person)	42,277	48,146	84,854	25,000			
Total number of visits to libraries (virtual and in person)	682,714	529,804	540,418	450,000			


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. Due to the smaller sample size and the changes in methodology, the Scottish Government has not provided 2020 results in the same level of detail as in previous years and data for individual local authorities has not been published. 2019 data is the last year for Council.


Status  On or above target

 Below target, but within tolerance

 Fallen below agreed tolerance level

 Data only PI, no target set

Trend  Improving performance / got better

 Declining performance / got worse

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 aims

- 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

What progress did we make in 2021/22?

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.

Planning continued to be responsive to emerging need as the country moved into the second year of the pandemic. A second edition of the Organisational Recovery Plan 2021/22 and the Partnership Recovery Plan were published, building on the work already carried out and mapping out the support for the area through recovery, with the nationwide vaccination programme offering hope for a way of moving forward.

Digital investment continued to be essential to build resilience; deliver new ways of working and 'futureproofing' the organisation for the increasing pressures and challenges ahead. This was reflected in a new ICT Digital Strategy 2021/24 which illustrates how the use of technology at every level of society has changed and the need for Council Services to be constantly challenging themselves and reviewing the possibilities new technology affords to improve the quality and flexibility of service delivery to service users.

The Council also published new Corporate Equality Outcomes 2021/25 and Education Equality Outcomes 2021/25, each with an Action Plan, to ensure that children, citizens and the community of Inverclyde are protected from discrimination, harassment and victimisation and are ensured equality of opportunity.

Re-designing service provision

Unnecessary days spent in hospital increases the risk of adverse outcomes and drives up the need for institutional care and increased community resources. Following the first national lockdown, the Learning Disability Day Opportunity Service was forced to close, however it was identified that the resources available to the Service could be re-directed. Consequently, a new HSCP Transport Team was established with the aim of ensuring a continued commitment to reducing delayed discharge and delivering the 'Home First' agenda, which focuses on having patients assessed at home in a familiar environment and not being kept in hospital longer than necessary.

As the community opened up with vaccination programme, the need to continue with the patient transport remained, and a legacy service in the HOME 1st Transport Team emerged. The service has helped to reduce demand on acute services, including patient transport and ambulance services. The initiative has also reduced delays and lost bed days by allowing patients to be transported home the same day they are fit and has made the return to home safer.

Enhancing digital learning in our schools























In response to the challenges faced during the pandemic, Education Services carried out a redesign of learning and teaching, to deliver it in a more flexible and responsive way. The redesign looked at successful approaches used to support blended and remote learning and the challenges to this; sustainable approaches to delivering teaching and learning and using ICT to enhance and support improved attainment, now and in the future, based upon best practice shared across Scotland. This learning was captured in a new Digital Learning Strategy 2021/28 which seeks to ensure that Inverclyde's children and young people have the opportunity to build and use their digital skills throughout their learning, increasing their confidence and maximising their opportunities to fully prepare for life, learning and work in this digital age.

Prioritising financial support for those most in need

Support for those living in low income households to receive all eligible forms of support was prioritised by the Council throughout the year. The Revenues and Benefits team issued the Scottish Government low income pandemic payment of £130 to almost 9,800 Inverclyde households whilst applications for the Covid-19 Self-Isolation Support Grant, which compensated for lost earnings, peaked in line with the level of infections in the first 3 months of 2022 with 1,400 applications being received out of 2,700 over the course of the year. In total, 2,056 grants were approved with payments to residents totalling £1.0275 million.

In addition to managing the Scottish Government funding pots, the team also administered Council funded schemes paying £100 to 4,600 households who had not benefitted from national Covid-19 funding as well as crediting and issuing 2022/23 Council Tax bills to almost 30,000 households who qualified for the Scottish Government £150 Cost of Living Award.

09 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of Citizens' Panel respondents that agree that the Council is responsive to customer needs (2019 baseline)	(2019) 44%	Biennial PI	(2021) 26%	Increase %			Not available
The percentage of Citizens' Panel respondents that are satisfied with Council services (2019 baseline)	(2019) 69%	Biennial PI	(2021) 58%	Increase %			Not available
The percentage of the Council's accommodation that is suitable for its current use	90.9%	92.4%	92.4%	91.5%			
The percentage of customer transactions with the Council that are digital	13.9%	65%	66%	Increase %			
The gross cost of benefits administration per case	£37.16	£36.62	£36.01	£45.00			
The percentage of benefits processing that was accurate	99.3%	*Not measured	100%	99%			
The percentage of pest control service requests attended within 5 working days	98.8%	99.6%	98.8%	96%			
The percentage of consumer complaints completed within 14 days	89.4%	92%	91.7%	95%			

* 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 was re-instated for 2021/22.

Status	 On or above target	 Below target, but within tolerance	 Fallen below agreed tolerance level	 Data only PI, no target set
Trend	 Improving performance / got better	 Declining performance / got worse		

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

Our aims

- 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

What progress did we make in 2021/22?

The Council's employees are its greatest asset and it is recognised that in the past two years, the ask made of them has never been greater. The workforce has however, shown an exceptional ability to meet the demands placed on it, adapting to new ways of working to ensure that the needs of the community continue to be met, as well as providing support to colleagues.

Feedback received from employees in the Health and Wellbeing surveys that were carried out during the pandemic showed that many of those who had moved to remote working out of necessity wished to retain some element of this in the future. As a result, a twelve month pilot Hybrid Working Strategy was introduced towards the end of the year. Hybrid working means that staff undertake some of their work at their contractual place of work and some remotely, normally at home, with the balance varying, dependant on role and responsibilities. Although some staff worked occasionally from home before the pandemic, this is a new way of working for many individuals and teams at Inverclyde Council. As well as helping to keep staff safe during the pandemic and supporting wellbeing, it is hoped that this new way of working will help Inverclyde Council attract and retain talented staff, support employee engagement and contribute to the delivery of our aims around inclusion and environmental sustainability.

Contact continued to be maintained with colleagues across Scotland during the year to monitor workforce issues such as, illness, absence rates, working from home and other related issues. These partnerships have helped to identify ways in which Covid-19 has impacted on employee health and whilst the past two years has presented many challenges, it has also led to a great deal of learning. The Council will continue to use the opportunities that have emerged as a catalyst for developing new, forward thinking approaches.

Developing the workforce

The Council's People and Organisational Development Strategy 2020/23, aims to ensure that our policy ambitions, which are being delivered in a climate of reducing resources, are driven by a workforce that is developed appropriately and remains engaged and motivated.

With the emergence of Covid shortly after the implementation of the Strategy, the scale of workforce changes over the next two years may be greater than previously thought. It is vital that workforce plans reflect the implications of the pandemic and the Council's ability to deliver services, as well as a significant programme of change during recovery. Key workforce planning actions delivered during 2020/21 include:

- Service Workforce Plans have been reviewed taking into account the potential impact of Covid-19 and Brexit on service workforce planning
- Effective HR Policy Development & Implementation via the introduction of policies such as the Health & Wellbeing Strategy and Supporting Alcohol, Substance Use and Gambling Concerns in the Workplace Policy.
- Responding to Covid and keeping the workforce safe. The pandemic had a substantial impact on the work of the Council's Health and Safety team with significant mobilisation required to support services to safely meet the challenges faced. Employee Health and Wellbeing Surveys were also carried out during July/August 2021.
- Identification of potential skills gaps by gathering information on the key learning and development needs identified through the performance appraisal process. This information is used to develop and deliver Corporate Learning & Development events, support service workforce plans and enhance e-Learning programmes.

Progress in the delivery of the People and Organisational Development Strategy 2020/23 is tracked and reports can be found on the Council's website.

Targeted support for employee wellbeing

Wellbeing is commonly defined as the state of being comfortable, healthy and happy and is influenced by many things, including how we feel and function in our everyday lives. During the pandemic, supporting positive mental health and wellbeing at work became more important than ever and access to appropriate support to keep staff mentally and physically well was deemed a priority.

Additional resources were allocated to assist with health & wellbeing projects including a toolkit for managers to support stress; manager guidance on having wellbeing conversations and a wellness action plan. Alongside this, a one-stop online resource, known as a Health Hub, for all health related matters has been developed. This Hub has been introduced to fully support employee wellbeing in day to day life by signposting staff to a wide range of resources to help them focus on their wellbeing and find out where additional support is available, if required.

10 PERFORMANCE 2021/22

Indicator	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The gender pay gap	7.52%	7.4%	6.6%	Reduce %			
The percentage of the highest paid 5% of employees who are women	59.88%	62.4%	60.1%	Maintain %			
The overall sickness absence rate	9.2 days	7 days	7.7 days	9 days			
The number of abandoned calls made to the Customer Service Centre	6%	6%	13%	26%			
(i) revenues and benefits	3%	3%	6%	10%			
(ii) other council services							
The percentage of employee appraisals completed in the year and individual development plans agreed	92%	92%*		90%			

*The return date for 2020/21 performance appraisals was extended to March 2022 and covers an 18 month period from Oct 20).

Employee Survey 2022

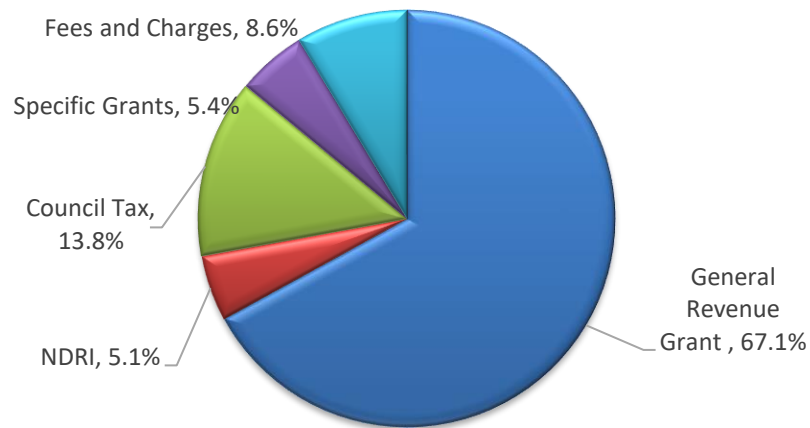
Key results from the Council's Employee Survey (2022) results will be included here once published. The previous survey took place in 2018 and the results published in the following year. The emergence of Covid-19 meant that the Employee Survey was delayed whilst the focus shifted to consulting with employees on their health and wellbeing during the pandemic over the period 2020/21.

Status	On or above target	Below target, but within tolerance	Fallen below agreed tolerance level	Data only PI, no target set
Trend	Improving performance / got better	Declining performance / got worse		

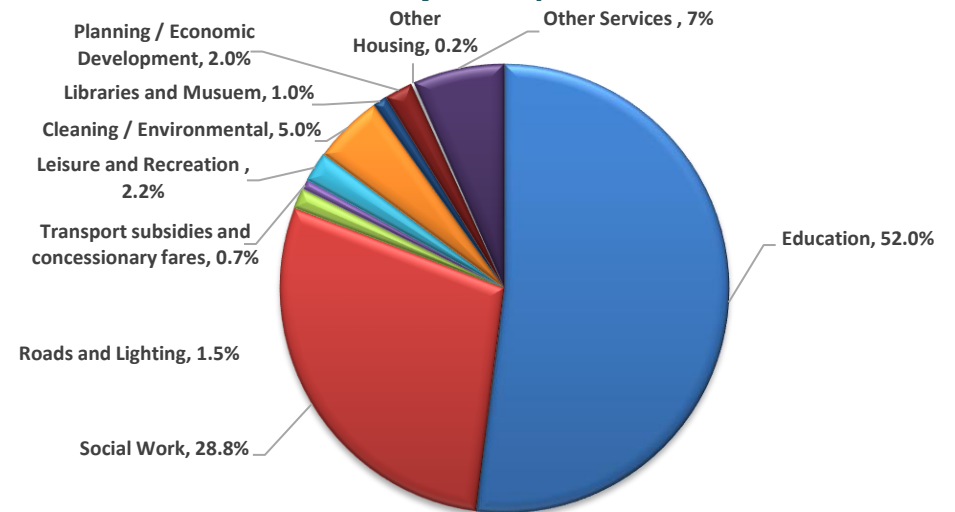
MANAGING THE COUNCIL'S FINANCES

In 2021/22, the largest proportion of the Council's budget came from General Revenue Grant. In relation to where the money was spent during the year, just over 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.

Where our money came from 2021/22



What the money was spent on 2021/22



Budget 2022/23

In February 2022, the Council agreed an overall budget of £218 million and a three year capital budget to fund infrastructure costs of nearly £62m. The budget includes additional support to low income families of an extra £350 payment to approximately 10,000 households in receipt of council tax reduction and those exempt from paying council tax to help with the cost of living increases. The budget has closed the £6 million budget gap for 2022/23 through the use of £4 million of reserves, savings and budget adjustments totalling just under £1.4 million and a council tax increase of 1.95%.

More information is available on the council website www.inverclyde.gov.uk/meetings/meeting/2433

AWARDS

Scottish Library and Information Council Awards

Inverclyde Libraries Services was Highly Commended as Library Service of the Year 2021 in the inaugural Scottish Library and Information Council Awards. The Award recognised the work of Inverclyde Libraries Service, which is one of the smallest in Scotland, in focusing on digital support during the pandemic and in particular, responding to the needs of the community in offering a range of digital solutions, skills training, and an extensive use of online events to keep the community connected and engaged.

Digital Telecare Implementation Award

The Inverclyde Health and Social Care Partnership was awarded the Silver Digital Telecare Implementation Award in recognition of the progress made on their analogue to digital care transition project. The new digital alarm call system has proven to be a safe and secure set-up fit for the 21st Century. Achieving the Silver Implementation Award now paves the way for the roll-out of digital telecare to more Inverclyde residents and to work towards Gold Level One accreditation as the number of digital units increase.

Food for Life Served Here Award

Inverclyde Council maintained its Food for Life Served Here Bronze Award for the fourth time, ensuring that pupils in 20 primary schools in the area continue to enjoy fresh, local and sustainable school meals. The Food for Life Served Here award recognises and rewards local authorities in Scotland that serve school meals that are freshly prepared, using free-range eggs and high-welfare meat and free from genetically modified ingredients and undesirable additives. In addition to the award, Inverclyde Council's Catering Co-ordinator Food and Nutrition, Linda Knox, was recently named a Food for Life Scotland Ambassador. Linda is aiming to make Inverclyde's primary meal service plastic free and taking steps to prevent food waste.

School Awards

A number of Inverclyde schools continued to excel at a national level with a wide range of Awards being received, including:

- ★ **Rights Respecting Schools Award**
 - Kilmacolm Primary School (Bronze level)
 - Kings Oak Primary School (Silver Award)
 - St. John's Primary School (Gold Award)

- ★ **Scottish Booktrust Reading Schools**
 - St. Columba's High School (Gold Accreditation)
 - Kilmacolm Primary School (Gold Accreditation)

- ★ **Digital Schools Award**
 - Kilmacolm Primary School
 - Glenbrae Children's Centre

★ **SEET EuroQuiz 2022**

Kilmacolm Primary School was a finalist

★ **Blueprint 2030 Future Voice Competition**

Kilmacolm Primary School Primary School and Lady Alice Primary School

★ **Scottish First Aid Awards 2022**

St. Stephen's High School, First Class

★ **Royal Horticultural Society School Garden's Award**

St.Columba's High School (Level 1)

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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We are committed to using our website and a range of social media to communicate with people, communities and businesses across Inverclyde and beyond.



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