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<b>Report To:</b>	<b>Inverclyde Council</b>	<b>Date:</b>	<b>20 April 2023</b>
<b>Report By:</b>	<b>Corporate Director, Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>PR/08/23/MR</b>
<b>Contact Officer:</b>	<b>Morna Rae</b>	<b>Contact No:</b>	<b>01475 712042</b>
<b>Subject:</b>	<b>Council Plan and Partnership Plan from 2023</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 This report proposes a vision and high-level outcomes for the Council Plan 2023-28 and seeks endorsement of the new Alliance Partnership Plan 2023-33.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that Council:

- Agrees the vision and high-level outcomes for the Inverclyde Council Plan 2023-28; and
- Endorses the vision and high-level outcomes for the Inverclyde Alliance Partnership Plan 2023-33.

**Ruth Binks**  
**Corporate Director, Education, Communities &  
Organisational Development**

### **3.0 BACKGROUND AND CONTEXT**

3.1 The current Inverclyde Council Corporate Plan and Inverclyde Alliance Outcome Improvement Plan both run to 2023. There has been significant development work undertaken in relation to the creation of a new Council Plan and Partnership Plan for Inverclyde Council and Inverclyde Alliance.

#### **DEVELOPMENT PROCESS FOR NEW PLANS**

3.2 The development process to date has included:

- A Strategic Needs Assessment;
- Public, partner and Inverclyde Council employee consultation;
- Corporate Management Team and Extended Corporate Management Team workshops and reports;
- Workshop with Elected Members on shared priorities for Inverclyde;
- Consideration of statutory requirements and guidance;
- Alliance reports and discussion with partners;
- Elected Member Briefings on 13 February 2023 and 21 March 2023;
- Discussion with the Leader of the Council and Chair of Inverclyde Alliance; and
- Research on approaches across other areas.

#### **STRATEGIC NEEDS ASSESSMENT**

3.3 The Strategic Needs Assessment is available on the Council website via this link: [Strategic Needs Assessment 2022](#). It includes a wide range of information about Inverclyde, including the population profile, overview of the economy, analysis of deprivation trends, statistics on health and environment related information.

3.4 As well as giving a baseline against which we can measure progress through the implementation of the new plans the Strategic Needs Assessment identifies issues that the Council Plan and Partnership Plan can try to address.

3.5 Some of the issues highlighted include:

- An increasing concentration of older people within Inverclyde's communities, with the proportion of people aged 75+ set to increase by 55.5% over the next 20 years;
- An anticipated population reduction of 5% over the next 5 years, driven by there being fewer births than deaths;
- Emergency hospital admission and alcohol related hospital admission statistics being higher than Scottish average levels;
- Annual earnings at a lower level than the Scottish average;
- Significant deprivation issues with 45% of all datazones being in the 20% most deprived in Scotland; and
- Life expectancy for males and females sitting below Scottish average levels.

#### **CONSULTATION**

3.6 The consultation involved six different research methods over eight weeks of consultation. There was a total of 2801 participants. Elected Members will note that increasing employment and improving the quality of job opportunities was ranked highly across the different consultation methods and participants. The top themes were:

- Employment and Jobs,
- Community,

- Young People,
- Health and Wellbeing, and
- Housing.

The consultation report is available at Appendix 1.

- 3.7 As well as identifying key priorities respondents also suggested a wide range of ways in which they could be addressed. These will be taken into account in action planning. The consultation report will also be used to better understand public perceptions of the Council and Alliance and shape related public communication.

### **APPROACH USED TO DEVELOP THE PLANS**

- 3.8 A collaborative approach has been undertaken throughout the development of the plans as outlined at para 3.3. There has been a balancing of:
- What the consultation has told us;
  - The issues identified through the Strategic Needs Assessment;
  - Elected Member/Council Officer/Alliance partner aspirations;
  - An understanding of the resources available to deliver on the plans; and
  - Statutory responsibilities of the Council and Alliance.
- 3.9 The Corporate Management Team have considered alternative models and best practice from elsewhere to inform the Inverclyde plans.
- 3.10 While the Council Plan and Partnership Plan require to be consistent in approach they serve different purposes. The Council Plan requires to reflect the range of work undertaken by the Council, across its Services. The Partnership Plan focuses on partnership work to address inequalities.

### **PROPOSED VISION AND HIGH LEVEL OUTCOMES**

- 3.11 It is proposed that the same vision is used across both plans. This is The Inverclyde Commitment: *“Success For All – Getting It Right for Every Child, Citizen and Community”*. There was strong support through the public consultation to continue with *Getting It Right for Every Child, Citizen and Community*.
- 3.12 The lifespan of the Council Plan is five years, from 2023-28, and the Partnership Plan ten years, from 2023-33. This will run the Council Plan into the next Council term and allow time for the establishment of the administration and the development process for a new plan. The ten-year term of the Partnership Plan recognises the long term nature of inequalities to be addressed. A mid-term review will be undertaken.
- 3.13 A designed version of the Council Plan is available at Appendix 2. Members will note that the section of the document entitled Appendices is incomplete. The Strategic Delivery Plan for the Council Plan is currently being drafted alongside the new Committee Delivery and Improvement Plans. The Strategic Delivery Plan will be added to the Appendices section once agreed. The structure and high-level outcomes for the Council Plan will be:

#### **THEME 1: PEOPLE**

Outcomes we will achieve:

- Our young people have the best start in life through high quality support and education;
- Gaps in outcomes linked to poverty are reduced;
- People are supported to improve their health and wellbeing;
- More people will be in employment, with fair pay and conditions; and

- Our most vulnerable families and residents are safeguarded and supported.

#### THEME 2: PLACE

Outcomes we will achieve:

- Communities are thriving, growing and sustainable;
- Our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a sufficient supply of business premises; and
- Our natural environment is protected.

#### THEME 3: PERFORMANCE

Outcomes we will achieve:

- High quality and innovative services are provided, giving value for money; and
- Our employees are supported and developed.

3.14 At its meeting on 13 March 2023 the Alliance approved the structure and high-level outcomes for the Partnership Plan:

#### THEME 1: EMPOWERED PEOPLE

- Communities can have their voices heard, and influence the places and services that affect them; and
- Gaps in outcomes linked to poverty are reduced.

#### THEME 2: WORKING PEOPLE

- More people will be in sustained employment, with fair pay and conditions;
- Poverty related gaps are addressed, so young people can have the skills for learning, life and work; and
- Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs.

#### THEME 3: HEALTHY PEOPLE AND PLACES

- People live longer and healthier lives;
- Supportive systems are in place to prevent alcohol and drug misuse; and
- Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change.

#### THEME 4: A SUPPORTIVE PLACE

- Vulnerable adults and children are protected and supported, ensuring they can live safely and independently;
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery; and
- Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm.

#### THEME 5: A THRIVING PLACE

- Growth in our working age population by encouraging people to stay here, and attracting new people to settle here;
- Development of strong community-based services that respond to local need;
- Homes are energy efficient and fuel poverty is reduced;
- Increased use of active travel and sustainable transport options; and
- Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities.

## NEXT STEPS

3.15 The key next steps include:

- Review of the delivery groups supporting the work of the Alliance;
- Finalisation of the Strategic Delivery Plan for the Council Plan, which will be reported six monthly to the Policy and Resources Committee; and
- Presentation of the Committee and Service Delivery and Improvement Plans (against which performance will be reported at every second Committee meeting) to the next round of Committees for approval.

## 4.0 PROPOSALS

4.1 It is proposed that the Committee

- Agrees the vision and high-level outcomes for the Inverclyde Council Plan 2023-28 and that this forms the basis of a report to Council on 20 April; and
- Endorses the vision and high-level outcomes for the Inverclyde Alliance Partnership Plan 2023-33.

## 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 and Fairer Scotland Duty	X		
Children and Young People's Rights & Wellbeing	X		
Environmental & Sustainability			X
Data Protection			X

## 5.2 Finance

There are no financial implications arising from this report.

### 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 legal implications arising from this report.

### 5.4 Human Resources

There are no human resources implications arising from this report.

### 5.5 Strategic

The issues referred to within this report will assist the Council and Alliance to respond to key strategic issues through an updating of plans and improved performance management arrangements.

### 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:

X	YES – Assessed as relevant and an EqIA is required and will be made available on the Council website ( <a href="https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments">https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments</a> )
	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. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

#### (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 will be made available on the Council website ( <a href="https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments">https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments</a> )
	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

### 5.7 Children and Young People

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

X	YES – Assessed as relevant and a CRWIA is required and will be made available on the Councils website ( <a href="https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments">https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments</a> )
	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 There has been consultation with the public, Alliance partners, Elected Members, Council employees, the Corporate Management Team and Extended Corporate Management Team.

## 7.0 BACKGROUND PAPERS

7.1 None.

# Inverclyde Council and Partnership Plan Consultation

Corporate Policy Team

January  
2023

[inverclyde.gov.uk](http://inverclyde.gov.uk) @inverclyde



Inverclyde Alliance

Inverclyde  
council

Appendix 1







## Executive Summary

Inverclyde Council and the Inverclyde Alliance, the Community Planning Partnership (CPP), are developing new plans that are due to run from 2023 onwards. To support the development of these plans a consultation was undertaken with residents of Inverclyde; this report details the findings from this consultation.

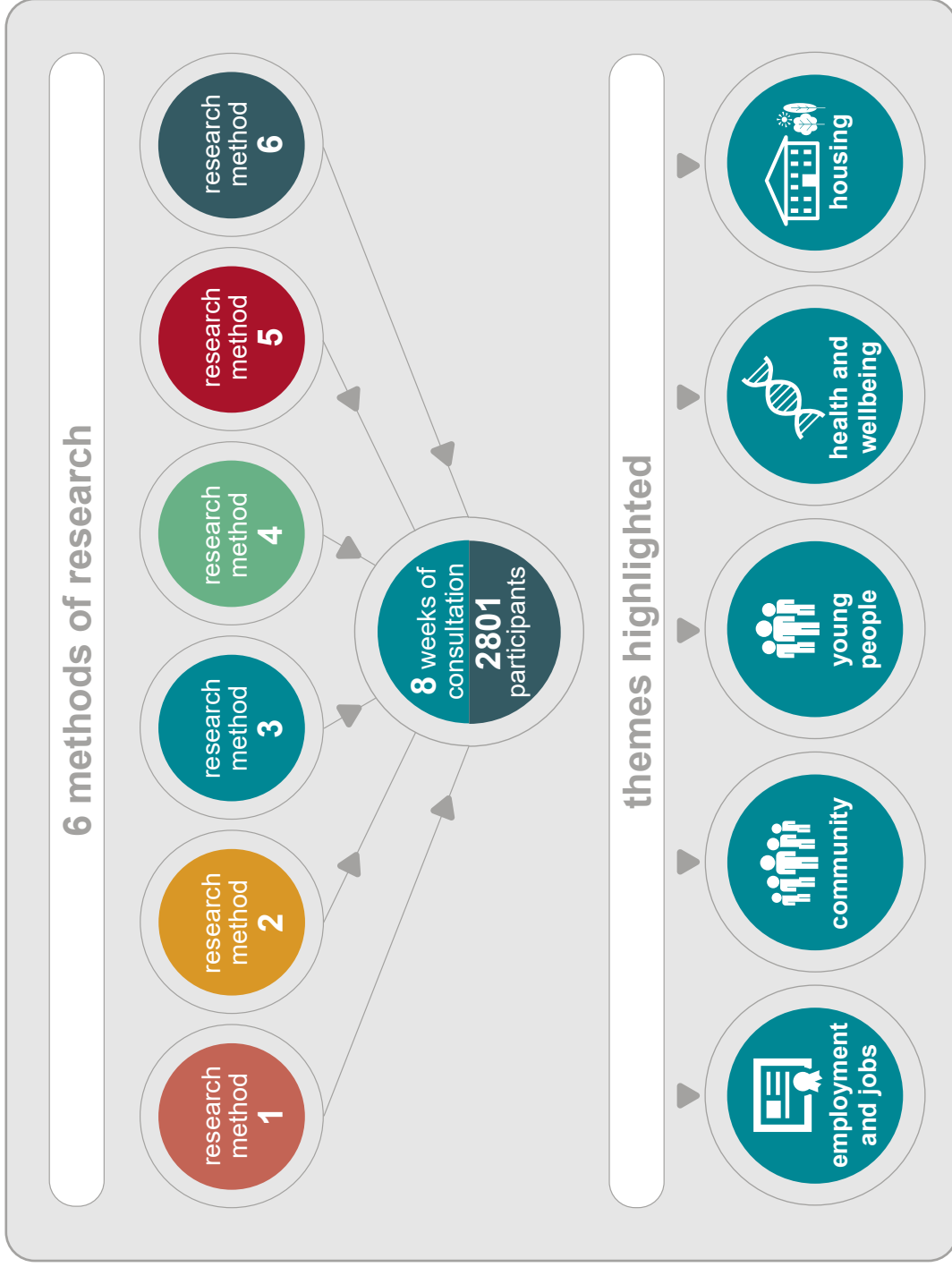
The consultation had six different research methods, half of which were quantitative based and the other half qualitative. Quantitatively there was an online public survey, specific questions in the Citizens' Panel/Autumn 2022 Survey, and a question in the Inverclyde Council Employee Survey 2022. Through these the participants were able to rank what they thought the Council and the Inverclyde Alliance should prioritise. Participants could also expand on their thoughts by commenting in textboxes. Qualitatively there were theme based digital listening events, an in-person consultation event, and focus groups with school pupils. These events were moulded around themes that are important to Inverclyde, such as depopulation, inequality, economy, and culture/heritage. A mediator would prompt discussion around these topics allowing participants to voice their thoughts and their own solutions. Through all these different research facets the consultation was able to gather findings from just over 2,800 people.

The findings from all the different research methods have a clear thread of themes connecting them. Firstly, all the quantitative methods that asked participants to rank their priorities offered similar results. The public survey showed participants ranking increasing employment and good jobs as number one and two, with 'improving health and wellbeing' as three. The Citizens' Panel respondents offered the same top two results, with number three changing to 'reducing drug and alcohol misuse'. The

Employee Survey 2022 responses offered slightly different results, rank one was to focus on the cost-of-living, two was focusing on education, and three health and wellbeing. The public survey and the Citizens' Panel questionnaire offered the chance for participants to comment on what would make the biggest difference to Inverclyde, and both sets of research offered similar resulting themes. These included jobs, employment, housing, young people and community. The golden thread through all the quantitative research was the emphasis on jobs and employment.

The qualitative side of the consultation was based on the predetermined themes of Depopulation, Economy, Inequalities, Environment, Culture and Heritage, Health, Wellbeing, Housing, Communities, and Alcohol and Drugs. Participants discussed and agreed that all these themes are issues that Inverclyde needs to tackle, however, the emphasis was again on the employment and economy side. The discussions suggested that they see tackling these two issues as a foundational to tackling the other issues that were noted. The discussions included participants' thoughts on the causes, and their own suggestions for tackling these issues. These ranged from emphasising the Council's role to stressing the role of the community, as well as other methods.

This consultation provided the Council and the Alliance Board with the opportunity to have dialogue with the communities they serve. The findings gathered from the consultation are extremely valuable and have provided the Council and the CPP with direction on the priorities of their new plans. Tantamount to any plan the Council and Partnership produce is the input of the population it is going to serve, and through this consultation this has been achieved.





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## 1 Introduction

Inverclyde Council and the Inverclyde Alliance are developing new Council and Partnership Plans that are due to run from 2023 onwards.

The Partnership Plan is a commitment by the Inverclyde Alliance Partners to work together towards shared aims, with a focus on tackling inequalities and the added value of partnership working. The Inverclyde Alliance includes public sector organisations, along with the voluntary sector and businesses. The Council Plan provides a strategic framework for the work of the Council services.

Vital to the development of our plans are the opinions of the community it is going to serve. With this in mind, we have consulted through various methods; surveys, focus groups and community listening events. These were coordinated by Inverclyde Council Community Learning and Development. It must also be noted that under Part Two of The Community Empowerment (Scotland) Act 2015 that it is a statutory duty for the Council and Partnership to allow and promote the involvement of the community in development of plans that relate to areas of community life.

The responses we have gathered will be presented and discussed in this report.





## 2 Open Public Consultation

For this consultation four different pieces of research were undertaken. Three of which were undertaken using a survey format. These were the public consultation, Citizens Panel and employee survey. There was a qualitative consultation that utilised listening events with members of the public and school groups.

The open public consultation used the SmartSurvey platform to survey residents of Inverclyde. The survey was open to all residents of Inverclyde and it generated 315 responses. The survey itself was promoted using a variety of channels. Participants were firstly able to rank seven priorities in order of what they think are of most importance.

Questions on community empowerment and ‘Getting it Right for Every Child’ were also asked. Then participants were invited to expand on three questions; How should we, working together, tackle your top key areas? And is there anything else that should be a key area?

### 2.1 Ranking 1 to 7

This part of the survey asked the participants to rank seven areas which would make the biggest difference to Inverclyde.

“Which of these do you think are the key areas in which the Council, our partners, and communities can make the biggest difference? Rank these statements from 1 to 7 (1 being the most important) Either click and drag or number in order of preference”

The highest scoring item was ‘increasing employment levels’, followed by ‘creation of good jobs’ and ‘improving health and wellbeing’. These three items are arguably interlinked, and this is

highlighted further on through participants comments linking job creation to higher employment and poor health and wellbeing to Inverclyde’s economic challenges.

Item	Total Score*	Overall Rank
Increasing employment levels	1512	1
Supporting the creation of good jobs with fair pay and conditions	1289	2
Improving health and wellbeing	1288	3
Having more good quality housing	1231	4
Reducing drug and alcohol misuse	1188	5
Improving our town centres and public spaces	1092	6
Increasing participation in community life	912	7

\* Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

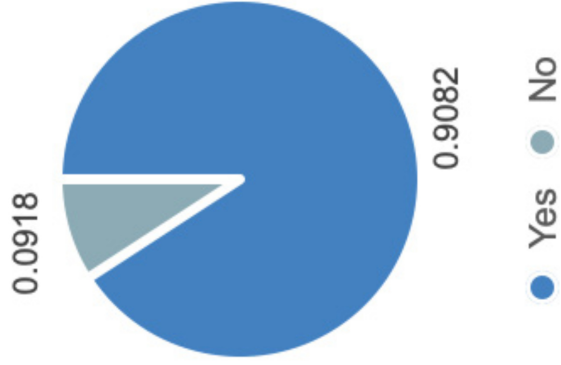


## 2.2 Getting Right for Every Child

Getting it right for every child (GIRFEC) is the Inverclyde Council's and the Alliance Board's commitment to provide all children, young people and their families with the right support at the right time. This is so that every resident can reach their full potential.

The survey asked:

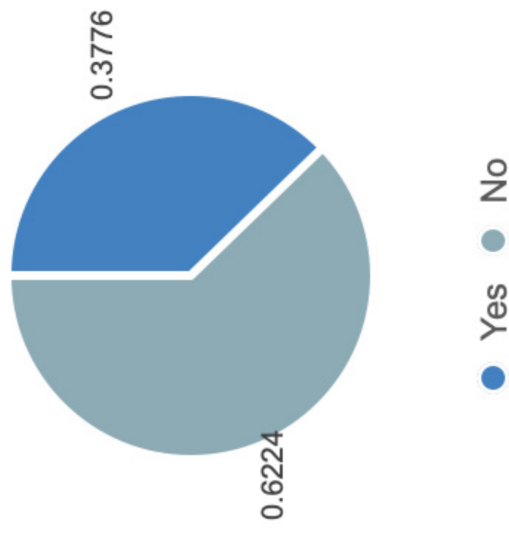
"Getting it right for every child, citizen and community in Inverclyde" is a shared vision across Inverclyde Council and Inverclyde Alliance so that we have a consistent approach. Do you agree with this vision?



## 2.3 Community Empowerment

The survey asked:

Would you like to be more involved in your local community, for example, have your say on your local priorities and how funding is allocated?





## 2.4 What one thing matters to you the most, that would make a difference to Inverclyde over the next 10 years?

Theme	Mentions	Context
Community/ies	32	This was the most commonly used word. However, the use of it is quite varied due to how the broadness of its meaning. Participants used the word in relation to safety, policing, and wellbeing. More specific to communities though were the themes of community regeneration, community events, keeping a 'sense' of community, togetherness, centres/ groups, and inclusivity. What can be sensed through these themes is the desire for a strengthened community, as well as opportunities for communities to bond and flourish.
Jobs	27	As expected, the other most popular theme was that of Jobs. Participants noted the need for long-term and permanent jobs in the area, as well as being 'well paid' jobs. There was also the call to attract employers and investors to the area in order to create jobs. The common thread throughout participants comments was that there needs to be investment in the area to create a long-term jobs that are able to retain a population. The sense that this should stem from new infrastructure and industrialisation was apparent in their comments. This bolsters the idea that residents want long term and not precarious employment.
Employment	20	'Employment', much as the same as above was in relation to long term investment to create sustainable jobs. Attracting employment opportunities was the thread here, and this touches on the fact that the participants do not see the current labour market in Inverclyde as one that can grow. Instead, they see the need for something new to happen, rather than building on the existing. Employment opportunities for young people was also mentioned and this again touches on retaining the younger population in order to combat the ongoing depopulation that Inverclyde faces.
Young People	20	'Young People' was a theme that was cross cutting and linked into the broader issues Inverclyde faces. Participants comments explicitly and implicitly saw the interlinked nature of these issues and their direct relation to young people. However, there was not just one main issue participants linked to young people, but a handful of the ones such as poor job opportunities, poor recreational opportunities, and the ageing and declining population. Participants could see that young people are the future of Inverclyde and making sure that the area that can retain young people will help tackle the inter-linked issues facing the Inverclyde. One issue that did reoccur was that there should be an increase in youth club provision. Participants saw this as a way of engaging younger people and keeping them away from anti-social behaviour.





Theme	Mentions	Context
Housing	18	<p>Housing comments were quite broad and mainly related to the belief that there is poor housing and not enough of an affordable supply. Comments were also made about both young and old people, and that these should be a priority demographic to get housing.</p> <p>Building more social housing that can accommodate larger families was also noted. Other than this, participants were not too specific. The overarching consensus was that the condition and supply of affordable houses needs to be increased.</p>
Roads/Pavements	15	<p>Comments on 'Roads' related both to the condition of the roads as well as traffic. 'Pavement' comments were mainly concerned with the condition as well as overgrown foliage.</p> <p>When traffic was mentioned, it mostly was in relation to congestion and there being no alternative routes.</p>
Bus	14	<p>Whilst Transport in general was mentioned, comments relating to Busses were high. When participants elaborated further, they mentioned wanting 'more buses', affordability, and making sure routes reach new and future developments.</p>
Shops	14	<p>Shops were mentioned in relation to both attracting people into the area and for employment opportunities. Participants referred to current shops in Inverclyde as needing regenerated as well as being insufficient.</p> <p>'Better shops' was the general consensus, whilst this is vague other participants stated that they would like to see affordability prioritised.</p> <p>From the comments, participants made it clear that shops do not just fulfil the purpose of being a store where locals can purchase things, they see them as a means of attracting visitors as well as potential new residents.</p> <p>Dismay at the current selection of shops and the need for 'regeneration' also shows that locals have pride in their locality and want to see it revamped and flourishing.</p>
Regeneration	14	<p>The broader comments regarding regeneration were concerned with specific areas of Inverclyde, or things such as opportunities for activities.</p> <p>Participants comments were varied, however, the general thread connecting them was that they wanted Inverclyde to show off its beauty in a modern way that remains in touch with the history of the area. For example, one participant suggested that the empty buildings should be used "creatively". Another participant emphasized that Inverclyde should be a place where you would want to spend time.</p> <p>This rhetoric shown by participants displays the civic pride they have in the area, and it highlights that the Council can do more to expand this amongst the general population.</p>
Education	13	<p>Comments on education were quite broad. However, some comments tied education to employability in the local area and others linked it to keeping young people away from crime.</p>



Theme	Mentions	Context
Greenock	13	Greenock was the most mentioned locality. Again, reference to Greenock was in relation to regeneration and the town centre was the main area that participants wanted to see 'improvement'. All the comments seem to acknowledge the potential of Greenock Town Centre, but also dismay at its current state. With Greenock being the most populous area in Inverclyde it is not unforeseen that this would be the most mentioned locality. With it also being the historic centre of Inverclyde, as well as the most deprived, it is the locality that often garners the most attention in the public sphere.
Transport	11	Transport in general was mentioned in reference to both travelling into Inverclyde, commuting in/out, and the overall provision. Some participants felt that increased provision could help attract people to visit the area, as well as move to the area and commute out from it. Other participants stated that the current provision of transport was unsatisfactory and hardly meets the needs of the current population in Inverclyde. Overall, there was a general sense of dissatisfaction with the transport infrastructure and the feeling that any improvement could greatly benefit the area.
Drug(s)	11	Participants main concern was reducing/tackling the amount of drug use. They suggested that this would benefit the area's health and wellbeing, and also the way Inverclyde is portrayed.
Poverty	11	Again, participants noted that tackling/decreasing the level of poverty in the area would benefit it in the next 10 years.
Crime	10	Crime was often mentioned next to anti-social behaviour and drug use. General comments on 'reducing' crime was the rhetoric amongst participants.
Traffic	9	Participants comments on Traffic related mainly to congestion. The participants who mentioned traffic just generally felt that reduction of congestion would help the area.
Gourock	8	Gourock was mentioned by participants in comparison to Greenock and other areas in Inverclyde. Participants noted that other areas in Inverclyde sometimes get more attention than Gourock, and that that should not be the case. Another noted the provision for public transport outside of Port Glasgow and Greenock is 'terrible'. Comments relating to regeneration were quite general but referred to the sea front and more street cleaning.
Sustainable	7	Sustainable was solely mentioned in relation to employment. The participants who mentioned it talked about making sure that the employment was sustainable in the sense that the opportunities were long-term and could hold skilled workers in the area.
Schools	6	Comments relating to schools revolved around funding and making sure that young people have equal opportunities to gain qualifications.
Mental Health	6	Comments made around mental health related to making sure that there was enough accessible provision and resources around to help tackle it.



## 2.5 How should we, working together, tackle your top key areas?

Theme	Mentions	Context
Community/ies	46	Participants when mentioning Community in relation to this question were calling for the Council to work closer with, or to empower communities to undertake work. Participants noted things like “involving” the community, “educating” community members to participate, promoting “involvement” in the community, and “communication” with the community. Participant reaction to this question highlights that they think the Council needs to collaborate more with the community in the first instance. The fact that this question was about ‘working together’ and the majority of the replies were about how Council and Community need to work together suggests that there is a gap in the Council’s existing relationship with the community.
Attract	21	‘Attract’ was mentioned in reference to attracting employers/businesses and people into the area, both often being inter-linked.
Employment	19	Much the same as has been previously mentioned, is that participants want to see sustainable/long-term employment in the area.
Housing	19	The comments here mainly referred to the supply of housing, whether that be “social” or “appropriate” housing.
Drugs	14	Again, comments on this were aimed at reducing the amount of illegal drugs consumed in Inverclyde.
Listen	14	This ties to the theme of Community mentioned above. Participants comments were aimed at the Council and how the communities need to be listened to, and feel listened to.
Funding	14	Funding was a theme that was quite broad as participants asked for extra funding in a variety of different areas; housing, vulnerable people, older people, education, health, green spaces, the community.
Education	13	Education was quite broadly mentioned. However, a lot of the comments suggested that there needs to be “better” education on issues like drug use. They suggested that this would aid the prevention of usage.
Shops	11	References to shops by participants was that the area should have “better” shops. This is linked, again, to employment and both retention and growing the population.
Police	7	Police were mentioned as a way to reduce crime.



## 2.6 Is there anything else that should be a key area?

Theme	Mentions	Context
Young People	17	Comments here were mainly made in reference to both education and "activities" for young people.
Community	16	Again, Community was mentioned by participants in reference to supporting existing communities/groups or working more closely in the first place.
Improve	15	The phrase 'improve' was used in reply to this question. However, it was used in reference to a broad range of things such as CCTV, transport, built environment and a range of the other topics that have been previously mentioned. What is interesting about the use of the word 'improve' is that it shows that participants believe that there is a base that can be worked upon, rather than a desire to have something different/new. This is a positive position as it shows that the basis is there for the Council and Alliance.
Support	14	Comments regarding Support were mainly made in reference to vulnerable groups such as low-income families, people with health conditions, and people with Additional Support Needs.
Education	10	Much the same sentiment as has already been expressed by participants was shown here.
Transport	9	Similar comments on transport as outlined above were repeated here.



## 2.7 Summary of Findings

What is perceptible from the findings are the reoccurring issues of Jobs and Employment, with interlinked mentions of housing and young people. There was also the overarching sentiment of strengthening the 'community'. These are the main areas that participants wanted to draw Inverclyde Council and Alliance Board's attention to.

Since the deindustrialisation of Inverclyde, the area has had challenges in relation to an economic base that could provide and sustain the area with well-paying and steady employment. The participants could see that from having a strong economic base there is a 'trickle down' effect in the sense that an employed and well-paid population will improve housing demand and thus stock/condition. As well as this it will retain the population (young people) to stay in Inverclyde. From there high street footfall increases and this all circulates and benefits Inverclyde.

Other areas that participants pointed to were education, crime, drug use, and transport. Education and crime were often mentioned together as participants stated that 'better' or 'more' education could lead to less crime. This 'better education' referred to education on the effects of drug use and the criminal aspects of it. As well as this education was discussed as a means of providing people with the skills to achieve and create new opportunities. Reducing crime, which was often drug use, was an issue that kept cropping up. Participants see this a priority issue that needs to be tackled and the fact that education was referenced shows that they do not consider just policing as a means to tackling it.

Transport was generally mentioned due to perceptions of how poor the service is and its affordability. Busses and trains were both mentioned, and the general sentiment was that these services need improvement locally as well as their links to Glasgow.

There were a number of mentions regarding community. The positive aspect is that there is real hunger for the community to be strengthened and empowered to do things of their own accord. Participants comments alluded to the fact the that community participation and involvement are routes to tackling some of the issues that the region faces. This gives the council and its partners direction and impetus to bolster the empowering of Inverclyde's communities to tackle their local issues. This will benefit everyone as Inverclyde's communities know themselves better than anyone else does, and that means they may know how to tackle their issues best.

gourock  
bus drug mental  
regeneration people communities  
greenock housing roads transport  
employment jobs  
schools shops young education  
poverty pavements crime  
traffic sustainable health



## 3 Listening Events

The listening events were based around three different research methods. There were digital listening events, a physical listening event and focus groups with secondary school pupils.

Each of the digital listening events were centred on specific topics that are seen as key issues in Inverclyde: Inequalities, Local Economy and Repopulation. Keeping the individual listening events focused on these specific topics kept the participants discussion detailed and in-depth, allowing for greater data to be collected. The format was based around two questions. Firstly, participants were asked Do you think (insert issue) should remain a priority for the Council and its partners? Then they were asked What are the key issues we need to tackle to (insert issue)?

The focus groups with the young participants were centred on all these topics as well as the addition of 'Environment, Heritage and Culture'.

The in-person consultation took place in Post Glasgow Town Hall. The themes in this event differed slightly to the previous events. The themes included Health and Wellbeing, Economy, Housing, Population, Alcohol and Drugs, and Communities.

### 3.1 Digital Listening Events

#### 3.1.1 Topic 1: Inequalities

**Responses - Do you think reducing inequalities should remain a priority for the Council and its partners?**

The response to this question was unanimously in favour of keeping Inequalities as a priority.

Participants put emphasis on helping those who “are most in need” and that the council and partners need to promote how those people can access help.

**Responses - What are the key issues we need to tackle to reduce inequalities?**

A variety of things were mentioned in response to this question such as education attainment, fuel poverty, low income, employment, communication and “warm banks”.

Education was mentioned in reference to the attainment gap and that those from different backgrounds may be disadvantaged going forward.

Fuel poverty, spurred by the current energy crisis, was centred on the fact that Inverclyde has high fuel prices. Participants stated that “pressure” should be put on suppliers to lower costs, as they see the high prices as “greed”.

Low income was discussed with reference to childcare and how the cost is unsustainable for low-income families and single parents. Breakfast clubs were mentioned in relation to this and that they should run five days a week. In a similar vein, employment was mentioned and the need for more opportunities as well as the council helping smaller businesses. Foodbanks were mentioned and the fact that it is “appalling” that they must exist.

There was considerable mention of “warm banks. This may be partly because around the period of researching there were news articles proposing them. However, participants attitudes towards them were mixed: both a disbelief that they have to exist and an acceptance that they might be necessary due to the rising price of energy. Participants



proposed that they should be marketed differently such as being a social event where community members can come to meet.

### 3.1.2 Topic 2: Repopulation

#### *Do you think tackling population decline should remain a priority for the council & its partners? Why?*

Participants comments on repopulation shifted focus to the conditions of Inverclyde and the perceived lack of infrastructure and facilities for the current population. The consensus was that there is not enough to sustain the current population so repopulation will be difficult.

This is where maybe the wording comes into play, is it Depopulation or Repopulation that is the priority? Tackling depopulation can be done in various ways such as improving existing infrastructure and sustaining and then growing the current population base. Whereas Repopulation is connotated with bringing new people into the area specifically.

#### *What do you think are the key issues that should be tackled to encourage people to stay in Inverclyde?*

Participants comments on encouraging people to stay in Inverclyde revolved around employment, amenities/infrastructure, and the cost. Employment was mentioned in reference to attracting employers and industry to the area. Participants acknowledged the need to build up an economic base in order for Inverclyde to sustain, attract and grow the population.

The amenities and infrastructure of Inverclyde were noted by participants. Regarding amenities, participants discussed the lack of them as well as the quality of the existing ones. Participants linked better quality amenities as a way to attract people as well as improve

employment. Infrastructure was generally mentioned as being poor, and that improving the infrastructure, whether that be housing or high streets, would have knock on benefits such as population retention and growth.

Cost was an important factor at the time of research due to the prevalence of the cost-of-living crisis and this is echoed in the participants discussions. Mentions of business rates being unaffordable and the general high price of leisure activities were all stated as something that should be reduced. Participant's discussions linked the fact that lowering these costs could be a way to attract more people and businesses to Inverclyde.

### 3.1.3 Topic 3: The Local Economy

#### *Do you think the local economy should remain a priority for the Council and its partners? Why?*

Participants comments were all unanimously in favour of keeping the Local Economy as a priority. Reasons why were similar; they discussed the fact that growing the local economy ultimately provides Inverclyde with a solid base for local business to flourish. Participants noted that developing the local economy is a way to tackle the other priorities, i.e., one participant noted that growing the local economy could have the knock-on effect of tackling inequality as more employment opportunities would be created.

Entrepreneurship was mentioned by a few participants. Comments regarding this were concerned with providing 'support' to local entrepreneurs and 'encouragement'. Participants who mentioned this suggested that developing local entrepreneurship would stimulate the local economy into a position that can sustain Inverclyde.



***What are the key issues we need to tackle in order to improve the local economy?***

There was an overwhelming number of comments on transport. Participants perceived that that “transport links” were poor as well the road network. It is interesting that participants see that improving transport would improve the local economy. This potentially stems from the fact that footfall is low and if transport were better, it would provide more people with the opportunity to visit. Arguably the call for better transport can be linked to depopulation, as it is an almost implicit call for more people to be in the area.

***What are the key barriers our communities face to accessing employment?***

The comments participants made regarding this were:

- Good transport links are vital.
- There needs to be support for people who are working.
- Felt this was a long-term national issue.

Again, transport is mentioned. This time participants could be referring to the difficulties in commuting around Inverclyde and out of it. In the wider survey that was completed, participants noted the cost of transport as a detriment to them using it. This could be a factor that is feeding the prevalence of transport as a reoccurring issue regarding the local economy. Referring to the survey again, there was a consensus that transport links/public transport was poor in the area. So, it is not surprising to see transport mentioned here as something that is detrimental to the local economy, especially since the local economy can be seen as the most encompassing issue in Inverclyde.

There were comments on supporting people in work as the wage levels and hours cannot provide a good quality of life. Research has shown that in-work poverty is at an all-time high, and the

people who are living under these conditions are only just surviving. The comments regarding this might speak to the fact that there is a prevalence of in-work poverty, and this will only have been heightened by the cost-of-living crisis.

### **3.2 Summary**

Participants confirmed that these issues should remain a priority for the council and its partners. The topics that arose in these discussions are in line with what was found in the survey that was undertaken. Participants overwhelmingly noted the issues with the local economy and connected the poor economy, i.e. employment and wages, with tackling the other priorities. The current climate has also played a role, as the cost-of-living-crisis' effects are being felt, as well as the energy crisis. The anxiety caused by these crises is conveyed through the comments where participants displayed both disbelief and anger. Participants noted the council alone cannot solve these issues and pointed to partnership working with the third sector as well as community groups. They also acknowledged the difficulties regarding funding for local government.

As mentioned, it was noted that participants saw the interlinked nature of these issues and the fact the local economy was the foundation to tackling them. To tackle depopulation participants noted the need for better paying jobs and opportunities, and on top of this the need for better housing and transport. Again, this was echoed in methods of tackling inequalities. Participants acknowledged that a better local economy would provide people with the tools to tackle the inequalities that exist both in their own lives and their local community.





### 3.3 Young People - Focus Groups

#### 3.3.1 Topic 1: Repopulation

*Do you think tackling this issue should remain a priority for the Council and its partners?*

All the groups answered yes to this question.

*What do you think are the key things that should be looked at/improved/changed to encourage people to stay in Inverclyde?*

Shopping opportunities was an area two of the three groups commented on. They suggested that more shopping opportunities would encourage people into area. One group also noted that that these opportunities must come with better wages for shop workers as well as lower rents for the shops. This comment arguably stems from the view that current shopping opportunities in Inverclyde are not sustainable for both the employees and the longevity of businesses.

Group one noted that they would like to see the swimming pool upgraded as well as keeping the gym/swim free. Keeping public facilities free/affordable in their eyes is way to help repopulate the area. In this same vein, another group asked for trains to be “free”. With national entitlement cards buses are currently free for under 22s, so applying that to trains is something that they see would benefit repopulation.

Green spaces, and more social and recreational activities were mentioned. Another group felt that “most things are aimed” towards the older generation.

It was commented that welcoming more refugees would help repopulation.

Drugs were mentioned. Group members noted that supporting people with addiction and preventing drug dealers would make the streets safer. They suggested that through safer streets the area would be more lucrative for newcomers as well as the current population.

*Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?*

“Nicer” and more affordable housing were mentioned in reference to this question.

Better promotion of Inverclyde was mentioned as a means to attract non-residents to move into the area and stimulate the tourism industry. Having more ‘attractions’ in Inverclyde was also noted regarding tourism.

**Other things mentioned were:**

- Reduced cost of living
- Make council website user friendly
- Deal with the addiction/drink and drugs culture
- Reduce crime

**Who can help make these things happen?**

All the below were mentioned in reference to this question.

- Government/ local Council/ local business
- Inverclyde Council – more Community Warden
- Inverclyde Council – look to put more focus and funding into things for young people to do
- More police patrols.
- One group also mentioned pedestrianizing West Blackhall St.

**Any other points to note:**

Holding more community events such as the Farmers Market in Battery Park and having bands play were mentioned.

Youth clubs aimed at the young people aged 16-21 was discussed as they stated there are “no places” catering to this demographic. They suggested that better advertisement through social media should be utilised.



### 3.3.2 Topic 2: Reducing Inequalities

*Do you think tackling this issue should remain a priority for the Council and its partners?*

All groups answered yes.

*What do you think are the key things that should be looked at/improved/changed to help local people and families who are affected by poverty and deprivation?*

Wages were discussed in detail. One group stated that “even student jobs are very low paid in Inverclyde compared to other areas”. The need for better paid jobs has been a constant theme throughout this consultation, and the younger participants already see this as an issue that feeds into the broader inequalities of Inverclyde.

Access to cheaper food and free school meals were discussed. In general, the discussion revolved around making things free and accessible. Rising prices were mentioned in relation to this and can be seen as a direct result of the current cost-of-living crisis. Specific costs such as bills and fuel were mentioned and the general need to make things affordable.

Increasing voluntary opportunities was also mentioned.

*Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?*

Again, better wages and more free activities was discussed. A general comment on improving education was also made. Other comments included refurbishing the Ice Rink, school uniform/blazer provision, more ESOL classes and better integration within schools for asylum seekers.

*Who can help make these things happen?*

The main organisations mentioned here were the Council, Voluntary organisations, the Government, schools, and younger volunteers. Another comment was made suggesting that help should be given to parents with cooking such as providing them with ingredients.

### 3.3.3 Topic 3: Environment Heritage and Culture

*Do you think this issue should remain to be a priority for the Council and its partners?*

All participants agreed.

*What are the key things we need to do to improve the environment for communities including children and young people?*

The main issue that arose here was of various facilities and public places that need upgrading or developed. Participants felt that there are areas with no or old play parks, restricted access to football pitches, high price to use indoor courts, poor skate parks, lack of indoor entertainment venues, and a lack of general areas for young people to go.

Combating the alcohol and drug culture by creating alcohol free social spaces/venues was discussed. Further comments on extending national entitlement to trains was mentioned as this would make traveling around Inverclyde easier.

*How do we get more local people involved in culture?*

The general comment here were that young people were unaware of what “culture is available”. Participants noted that they did not know of McLean Museum or Newark Castle. They were also unaware if the Galoshaians Festival was still taking place. Other comments stated that more local history should be taught in schools.

*Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?*

Comments made here revolved around both improving facilities and infrastructure. One discussion centred on the look of Inverclyde. They stated that “Inverclyde needs to be cleaner, grass needs cut, bushes cut and tidy”, and they also discussed the need for more bins in areas where there is a lack of them.



#### **Who can help make these things happen?**

Groups mentioned the council, government, third sector and the local community. Another group discussed that younger people should be mobilised, and that this should be done via social media advertising as well as flyers in schools.

#### **Any other points to note:**

Comments on parking were made here. They noted that more people shop in Port Glasgow as parking is free, whilst it is also easier to access shops. Regeneration of Oak Mall was noted, participants stated that it needs new shops if it wants to stay “relevant”.

#### **3.3.4 Topic 4: Economy**

***Do you think this issue should remain a priority for the Council and its partners?***

All groups answered yes.

***What do you think are the key things that should be looked at/improved/changed to improve the local economy?***

A variety of comments were made in response to this. Groups discussed the need for more shops, however, they also noted the need for rent and business rates to be lowered. This is a theme that has echoed through all the responses, and its origin is likely due to the perceived low survival rate of businesses in Inverclyde. The condition of shops on certain high streets will also have had an effect here, previous comments noted that shops in Inverclyde need improved.

Free parking was noted. This ties to the comments in the previous section where it was stated that Port Glasgow has free parking, suggesting that that attracts more shoppers to the area.

More young enterprise projects were noted as something that is needed. Again, the consensus from the younger participants was that they want to be empowered to help their local area.

***Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?***

Only two themes arose here; more shops and more enterprise projects.

#### **Who can help make these things happen?**

The same organisations as mentioned before were discussed (Council, Government etc.) The Oak Mall was also mentioned as a hub that has potential to help the area.

#### **Any other points to note:**

A few different comments were made here. School laptops and computers were mentioned and described as requiring improvement.

Other points made were somewhat similar to previous sections:

- Improve the hospita
- Access to free dentists
- Build a mosque in Inverclyde
- More school trips
- Promote Inverclyde better to outside Inverclyde

### **3.4 Summary of Findings**

The discussions with younger residents were engaging and enabled Inverclyde Council and Alliance Board to capture the ideas of the younger people of Inverclyde. The younger participants all agreed that the priorities put forward to them should remain as priorities for the council and its partners. The main issues that were raised correspond to the previous issues highlighted in the survey and the listening events. However, more attention was given to things such as shops and youth orientated events/facilities. The main themes that arose with younger people correspond to their interests, this can be seen in the prevalence of the theme regarding facilities aimed at younger people.



The broader themes that arose were linked to the local economy, transport and the condition of Inverclyde. The local economy was present in discussions regarding the lack of “good” shops and other private/public facilities that are available.

With bus travel being free participants suggested that they would like to see this extended to trains. They noted this would make travelling around Inverclyde easier for them, as well making fast travel accessible to those on lower incomes. Participants noted the general condition of streets as well the perceived neglected areas. They suggested that improving this would aid tackling depopulation as it would encourage people to both stay and move to the area.

The way the council and partners communicate with younger people was noted. They stated that using social media effectively would engage younger people in local issues and events. As the discussions unveiled that some younger people do not know how to help Inverclyde, what the area has to offer, or the history of the area. They stated that using social media to tackle these issues would educate younger people as well as making them prouder of the area.

The actions participants suggested were quite varied, but mainly revolved around expanding infrastructure and resources. Health and fitness provision was mentioned, and this referred to increasing and maintaining the number of gym facilities, providing volunteer personal trainers, community exercise events, fitness programmes with dedicated teams in each locality, and the making sure that current fitness centres are affordable and accessible. These actions relating to health and fitness stem from participants trying to tackle the issue head on. However, other participants noted that tackling systemic issues surrounding health and wellbeing would have greater effect. These actions came in the form of better education and communication around health and wellbeing, better advertisement of what facilities/opportunities are available, and easier access to GPs. Another action, that ties into 20-minute-neighbourhoods, was that participants noted that getting around by foot was difficult due to poor pavements and routes. They also felt that walking at night is dangerous as the streetlighting is poor. They suggested that fixing this could lead to more enthusiasm surrounding walking and general outdoor fitness during the darker months and nights.

### **3.5.2 Economy**

The issues identified regarding the economy were fairly similar to what was found in the survey. The issues noted were the lack of jobs, lack of sustainable opportunities, and having mainly low paying opportunities. Some participants perceived a lack of available land and resources, as well as bigger businesses getting contracts rather than local companies. The actions participants noted were all mainly around stimulating the economy. For example, they stated that there needs to be more a “innovative” use of space for new businesses and others emphasised the need to give local business priority to utilise the vacant spaces in the area. Young people were also mentioned, this was in reference to building up their work/employability skills and providing them with the opportunity to use them in the local area.

## **3.5 In-Person Listening Event - Port Glasgow Town Hall**

Participants were asked to identify the issues surrounding several different themes, and then to offer an action to tackle the theme. The themes included health and wellbeing, economy, communities, population, housing, and alcohol and drugs.

### **3.5.1 Health and Wellbeing**

The issues that were raised surrounding health and wellbeing related to things such as alcohol and drugs misuse, diet, exercise, poor mental health, poor health facilities, access to health services, walking/footpath maintenance and general a lack of resources.



### **3.5.3 Communities**

One of the main issues identified relating to communities was communication. Participants felt that the communication within the community is poor, as well as the communication from community groups. They explained that sometimes they only find out there are community events on until the day of the event. Participants noted some actions to tackle the communication void, these included better advertisement of community projects, greater involvement from the council in a facilitator role, and expanding 'Community Conservations' to make sure community engagement is high. Other actions included utilising local assets to increase local pride, better access to community facilities, adult learning classes as a means to bring people together, and community newsletters. There were also discussions surrounding transparency with funding. Participants suggested that the council should be more open with decisions surrounding this.

### **3.5.4 Population**

Comments on population were almost all connected to employment. Participants noted that there needs to be an increase in work/employment opportunities and an expansion of locally based business. To tackle this, participants emphasised making the employment opportunities in Inverclyde more sustainable. They suggested that this should be done through lower rates and easier routes for local entrepreneurs to set up. The interconnected nature of population and employment is evident here. This has been something that has appeared throughout the consultation process, and it highlights that Inverclyde's residents see the route to tackling depopulation must come through economic means.

### **3.5.5 Housing**

The issues raised surrounding housing were generally aimed at the perception that the current housing stock is not meeting the needs Inverclyde's current communities. Other comments reported the maintenance of the existing stock was poor, and with there being an ageing population this could be hazardous. Lack of disabled housing options was also mentioned, as well as anti-social behaviour appearing in certain pockets. Actions to tackle the housing issues varied. To tackle the poor condition of stock participants suggested that the Council and Housing Associations should be doing more to help tenants. Other participants suggested that tenants should have the onus and be giving more tools to undertake the upkeep themselves. Other comments noted that there should be more consultation with residents about housing and that their views should be considered when new developments arise.

### **3.5.6 Alcohol and Drugs**

Participants noted the perceived ease of access to drugs and alcohol, especially for young people. The main way participants suggested to tackle this was through early intervention. Early intervention through schools was one of the main talking points. Other participants noted the need to have more recreational facilities for young people, they suggested that these can combat the routes into antisocial behaviour. Sport and leisure facilities were mentioned as key institutions.



### 3.5.7 Summary

Port Glasgow Town Hall event was fruitful in two ways. Firstly, it was a productive data gathering session that has provided the consultation with rich findings. Secondly, it allowed the Inverclyde Council, Alliance Board and the public to have a face-to-face meeting. This meeting has also highlighted the willingness to collaborate and listen to the public. Developing this type of relationship is important as it can show the public that engaging with Inverclyde Council and Alliance Board can have results.

The findings gathered from this event delved into different themes of importance for Inverclyde and has shown that there is consensus throughout the consultation. The main themes of this event were independently identified in other areas of this consultation. The root causes of these issues such as poor employment opportunities, lack of investment, and deprivation are consistent with what has been raised already. However, this event also offered the chance for participants to suggest how to tackle these issues. Whilst again, there are some similarities with other areas of the consultation, the participants of this event emphasised some different areas. The role of the council was more a prominent answer at this event, with participants suggesting that the council needs to facilitate and aid community Groups more. The Health and Wellbeing theme prompted a discussion that offered different suggestions. The participants focused on tackling Health issues on the community level, this manifested in suggestions such as deploying teams to localities to undertake fitness/wellbeing classes. This shows participants believe issues like this can be tackled from the ground up rather coming from above.

groups early education space  
vacant street pavements poor  
localities community opportunities  
condition facilities lighting  
council fitness housing rates  
walking centres stock business  
intervention  
employment innovative



## 4 Citizens Panel

The Citizens' Panel was established in 2007 to enable Inverclyde Council to regularly consult with Inverclyde residents on a wide range of issues. The Panel comprises around 1,000 local residents, with membership refreshed annually by one third. Membership is almost evenly split between males and females and just under half (426) of respondents live in the most deprived 15% of datazones in Inverclyde.

The responses to the Autumn 2022 survey totalled 616, this is around 62% of the total membership of the Panel which is a very good response rate for a questionnaire of this type.

### 4.1 What key policy areas do you think the council, our partners and communities should develop to make the biggest difference in Inverclyde?

	Total
Increasing employment levels	67%
Supporting the creation of good jobs with fair pay and conditions	47%
Reducing drug and alcohol misuse	42%
Having more good quality housing	40%
Improving health and wellbeing	37%
Improving our town centres and public spaces	37%
Increasing participation in community life	22%



#### 4.2 What key policy areas do you think the council, our partners and communities should develop to make the biggest difference in Inverclyde?

Total	1	2	3	4	5	6	7	Ticked, not ranked
Increasing employment levels	25%	30%	12%	12%	7%	5%	6%	4%
Having more good quality housing	14%	8%	18%	13%	16%	19%	9%	3%
Reducing drug and alcohol misuse	11%	11%	20%	13%	12%	14%	15%	4%
Increasing participation in community life	4%	9%	9%	13%	21%	20%	23%	2%
Improving health and wellbeing	11%	11%	15%	20%	18%	10%	12%	3%
Improving our town centres and public spaces	17%	8%	12%	15%	10%	18%	15%	4%
Supporting the creation of good jobs with fair pay and conditions	17%	19%	11%	10%	13%	9%	17%	3%





### 4.3 Getting it right for every child, citizen and community in Inverclyde is a shared vision across the council and the Inverclyde Alliance. Do you agree with this vision?

	Total
Yes	86%
No	14%

## 4.4 Comments

### 4.4.1 What one thing would make the biggest difference to Inverclyde over the next 10 years?

Theme	Mentions	Context
Employment/ Jobs	29	The thread that appears throughout this consultation is that of jobs and employment. Participants in the Citizen Panel echo what has been said before. They believe that better employment and job opportunities can make the most difference to Inverclyde over the next 10 years. The reasons they gave were familiar, they noted that jobs and employment would retain people in the area which would have knock on effects to the wider economy. These effects include larger footfall in town centres which would benefit local businesses and the 'face' of Inverclyde. They all suggest that having a strong economic base through good jobs/employment would allow stronger foundations to be built which would benefit tackling the broader existing issues such as population decline, deprivation and crime.
Town Centre	22	A common topic that appeared in this Citizens Panel was the 'town centre', overwhelmingly Greenock town centre. The participants comments revolved around issues like 'regeneration', 'upgrade', 'clean', 'improve', and 'invest'. The consensus was that the town centre is in need of upgrading. However, the participants noted the potential of the town centre and ultimately want the area to be fully utilised for local business and as an attraction for tourists. This is interlinked with jobs and employment as participants noted that for town centres to flourish there needs to be local businesses who can sustain employees whilst attracting enough customers.
Investment	20	Investment was a common term mentioned by participants. This mainly, as mentioned above, was concerned with providing the area with jobs/employment and funding for regeneration. The comments provided highlight that the area is lacking something, and the participants see that further investment would be a way to add to the area.
Shops	17	Shops were mentioned as having a dual purpose. Participants acknowledged that 'better' shops bring larger footfall which will benefit the high streets and town centres. This would then help sustain the local economy. The other purpose of shops is as an employer. Participants noted more shops would mean more jobs and again they saw this as a way to help sustain the local economy and help Inverclyde thrive.



Theme	Mentions	Context
Road/s	17	Roads were mentioned mainly in relation to needing improved or better maintained. Participants comments relating to improvement were emphasising that improved road networks would attract more people to the area due to ease of access, as well as improving the ease of traveling for locals. Comments on maintenance were concerned with potholes and overgrown areas, they noted that these were hazardous and make it harder to travel as well as giving off a bad image.
Children/ Young/sters	14	Participants comments on children and young people were mainly concerned with support and providing opportunities. The comments surrounding support were mainly aimed at helping children in poverty. Participants noted that providing free school meals, as well as affordable leisure activities were key ways to help support them. Comments on opportunities were aimed at teenagers, and these consisted of things like providing opportunities to work, leisure activities and clubs. Participants comments all stemmed from their perception that children/young people in Inverclyde have less opportunities, and by providing them with these outlets it will keep them away from anti-social/ criminal behaviour. As well as this, participants saw that investing in children will help Inverclyde in the long-term as they are the future of the area.
Houses/ing	13	Comments regarding Houses and Housing revolved around the need for 'better' housing options and affordability. The comments surrounding 'better' or 'improved' housing mainly related to family homes. Participants noted that they wanted to see families have better homes as this would help the raising of families. It was suggested that this would also help promote younger couples to have families as they would see that the housing options were suitable for this. Affordability also related to families as the cost of housing could be a deterrent to starting a family. Comments on affordability were generally suggesting that housing options were expensive.
Business	12	Comments surrounding business tie into the comments on jobs/employment. Participants comments revolved around 'attracting' and 'helping' businesses in the area. Participants see businesses as a route to tackling low employment and providing the area with jobs. Participants noted that the area needs to try and attract more businesses as well as help develop homegrown enterprises.
Clean/er/ing	10	Comments regarding the cleanliness of Inverclyde referred to both litter and the 'face' of Inverclyde. Comments on litter were generally concerned with there being more effort to make the area tidier. Participants noted this would make the area more attractive for tourists and local residents. Comments on the 'face' of Inverclyde referred to improving the high streets and town centres. This stems to earlier comments on getting more shops and businesses as participants see the perceived dereliction as something that makes the area untidy.
Community	9	Comments on community related to increasing the 'sense' of community as well as funding community spaces. The comments surrounding the 'sense' of community relate to community empowerment and the fact that participants do not feel like they are part of a cohesive community. However, it shows that participants see being part of a community is important, and that through community participation Inverclyde will get some form of benefit. Comments on funding and community spaces were vague but they inferred that the Council should take a more active role and provide community organisation with more funding so that they can effectively operate.



**4.4.2 Are there any other policy areas you think should be a priority in the local area? Please state.**

Theme	Mentions	Context
Road/s	11	The quality of roads was the main concern here. Participants noted that the quality of roads is important as it can deter people from coming to the area and leave a bad impression.
House/ing	8	Affordability and the quality of houses were mentioned again.
Town Centre	8	'Revamping' was mentioned in relation to town centres. Accessibility was also mentioned. The accessibility referred to parking and the need to make town centres more accessible to both residents and non-residents.
Community	8	Supporting the community was the main theme in the comments. The comments were aimed at the Council and suggested that the Council should be supporting communities further through funding and promoting engagement.
Young/sters	7	Providing 'spaces' and 'activities' were the main comments here. Again, the comments imply that this will keep young people away from anti-social behaviour.
Business	5	Support for local businesses was the reoccurring theme here. Again, this points to the perception that businesses in Inverclyde need support and this stems to deep rooted issues in the economy of the area.
Drug/s	5	Comments relating to Drugs were centred on tackling their misuse.

**4.4.3 How should the Council, working with the local community, tackle your top priorities?**

Theme	Mentions	Context
Groups	11	Working with local groups was the main theme that was mentioned. Participants noted that working with, funding and encouraging the existing groups in Inverclyde should be a priority.
Listen	9	The word Listen was mentioned by participants. It shows that participants are willing to be involved in their community and highlights the desire for more governance over their own communities.
Engage/ment	8	Similar to the above, the participants seek further engagement from the Council and Partnership. Again, this highlights the desire for community empowerment.
House/ing	8	Comments on housing here noted that Partners should look at refurbishing old housing stock as well creating more affordable and quality stock.
Young/sters	8	Participants here noted that they would like to see more work done with young people, such as capturing their views and opinions and trying to cater towards them. Working with groups that focus on young people was also a theme that arose, and it ties to the previously mentioned reasons.
Business	7	Comments here echo previous statements about working with, encouraging existing and attracting new businesses.



4.4.4 What do you think should be the shared vision for the Inverclyde area?

Theme	Mentions	Context
Employment/Jobs	13	Participants put emphasis on jobs and making sure that there are secure and varied opportunities that retain and attract people into the area.
Child/ren	13	Supporting and helping children was the main thread throughout these comments. There was an emphasis on children who live in poverty and making sure that they have 'equal access' to amenities, education and leisure.
Health/y	13	Comments on health revolved around improving health and making sure people have access to health enhancing facilities.
Safety	10	Being safe and safety all referred to community safety and making sure that areas are made safe.
Live	8	Comments regarding 'Live' almost all centred on participants wanting Inverclyde to be a place where people come and can currently 'live'. This links to the depopulation of the area as participants can see that this is an issue that needs combated.
Improve/ing	8	Improvement was a phrase that participants commonly noted. Areas they noted were in quality of life, standard of living, local image, lifestyles and services.
Education	7	Comments on education noted that there needs to be better quality as well as access.
Drugs	7	Comments on drugs link to the sections on safety and health. Participants noted that they want to see drug abuse tackled as this would lead to safer streets.

4.5 Summary of Findings

The responses gathered from Inverclyde's Citizen Panel are similar to what other participants have said in our other consultations. However, one noteworthy theme that arose more frequently was that of the town centres, and mainly Greenock Town Centre. Participants in the citizens panel displayed concern over the current state of the town centre, reference to the closed shops, quality of shops, and the overall cleanliness were discussed. They linked the regeneration of town centres as a path to creating an economic base that could provide the area with more employment. They also acknowledged that this would make the town centres attractive for people who may move into the area. Participants believed that having a thriving town centre would help tackle the systemic issues that Inverclyde faces

in the form of deprivation, low employment and depopulation. Other than this theme, the issues noted by participants can be seen in every facet of the consultation and this bolsters the common threads that the council and partnership need to focus on.

community  
houses  
investment centres  
safe shops  
health  
roads  
town  
employment  
education  
young  
children  
housing  
business  
clean  
live  
wellbeing



## 5 Employee Survey

The Inverclyde Council employee survey is carried out every three years. Most recently it took place from August until October 2022. Employees were asked a range of questions regarding their employment. However, there was the addition of a question on Inverclyde Council and its partners priorities. The question asked employees “What should the council and its partners priorities be over the next five years?”. A total of 1,737 employees responded to this question.

### 5.1 Findings

The respondents indicated that the most important issues in Inverclyde that the council, and its partners, should focus on over the next five years are as follows:

1. Cost of living crisis/poverty
2. Education
3. Health and wellbeing
4. Staff morale and wellbeing
5. Council budget

### 5.2 Summary

There are outlying answers in this section; ‘staff morale and wellbeing’ and ‘council budget’. The inclusion of these as answers will stem from the nature of who was being surveyed. However, the inclusion of ‘council budget’ as an answer has larger implications than employees’ personal job security. The implication is that a reduction in the council’s budget may negatively affect the provision of council services.

The top two answers to this question are more in line with what has been raised throughout the consultation. Number two was education, and this can correspond to various issues in Inverclyde. Throughout the consultation education has been linked to tackling health outcomes, alcohol and drug use, and as a source of creating new employment opportunities. The encompassing nature of education is a reason why it constantly appears as a source to tackling various issues. The cost of living and poverty was selected as the top priority. The direct inclusion of this as a priority is not surprising as the current economic climate, stemming from energy prices, has inflated the cost of living in almost every regard.



## 6 Conclusion

### 6.1 Summary and the Golden Thread

The Council Plan and Partnership Plan should align to Inverclyde's residents needs and wants. This consultation has allowed these needs and wants to become articulated and has provided the Council and Partnership with direction and insight into Inverclyde's residents priorities. It must be noted that it is a statutory responsibility for the Council to engage with residents and make sure that their views are incorporated into the planning of the area.

This consultation was undertaken in a meaningful environment, giving residents a platform to influence their community. Close to 12000 different attitudes and desires have been captured. Common threads arose through the different methods of research, and these specific themes were highlighted as areas that should be prioritised. The sections below highlight these common themes.

#### 6.1.1 Employment and Jobs

The highest ranking and recurring issue that arose was employment and jobs. Participants highlighted the lack of jobs, the pay of the existing jobs and the sustainability of long-term employment in the area. Participants acknowledged that this is an issue that cannot be resolved quickly, however, they could see the long-term benefits of having a stronger employment base. A range of participants discussed how building an employment base will have knock on effects that help tackle the issues the area faces. They noted that depopulation, deprivation and poorer health and wellbeing can be linked to the erosion of Inverclyde previous manufacturing base.

#### 6.1.2 Community

Another theme that arose in comments was surrounding community. Participants emphasised their desire that the Council and Partners work closer with communities and the already existing community groups. This highlights that there is a desire amongst Inverclyde's communities to be empowered and undertake more responsibility.

#### 6.1.3 Young People and Children

The theme of young people arose in relation to several issues; employment opportunities, housing, leisure activities/facilities, and anti-social behaviour. The consensus amongst the participants was that there was a lack of employment opportunities and leisure facilities for younger people and this void has pushed them to engage in anti-social behaviour. Participants comments acknowledged that these people are the future of Inverclyde, but the area has challenges regarding the infrastructure to retain these people. This ties into the comments on housing where participants reported that there was a lack of access to housing for young people. The comments on young people show that the participants are concerned about the future of Inverclyde which will stem from the depopulation that the area is facing.

Comments on children often revolved around supporting those children that are living in poverty. The comments were aimed at providing these children with 'equal access' to things such as school meals, uniforms and other activities that they may not be able to take part in due to their socio-economic situation.



### 6.1.4 Housing

Housing was an issue that cropped up in every consultation. The comments predominately focused on difficulty of accessing housing due to affordability. Certain comments were also concerned with the quality of housing and the suitability of it for families. The clear thread through the comments on housing were orientated towards the future. Again, arguably stemming from the depopulation the area faces the participants emphasised the need to ensure that the current population has affordable housing so that they are retained in the area. However, other participants suggested that better housing opportunities would also attract new people into the area. Thus, the narrative of these comments was generally concerned about population retention and attraction.

### 6.1.5 Health and Wellbeing

The theme of Health and Wellbeing was interlinked to a wide range of issues. Participants suggested that improving the general health and wellbeing of residents should be a priority as this can have long-term effects regarding life expectancy, hospital admissions and overall life fulfilment. They also noted the negative effects that alcohol and drug consumption can have on health and wellbeing. The lack of, and closure of leisure/fitness facilities was also suggested as being a source of poor mental and physical health and wellbeing. Much like the other main themes, poor health and wellbeing was viewed as a symptom of deep-rooted issues in the area such as a deprivation and economic stagnation. However, participants did suggest some direct actions on how to improve the general health and wellbeing in the area. The most illuminating suggestions came from the in-person consultation in Port Glasgow. The participants suggested deploying locality tailored health and wellbeing teams into communities to get residents involved in different classes and events. The suggestion of community led action highlights that Inverclyde's residents have a desire to tackle issues on the community level.

### 6.3 Next Steps

Now that the findings from the consultation have been analysed, they will be used to inform both the Council and Partnership Plans. In order for this to happen the findings will be shared with Inverclyde's Elected Members and the Alliance Board membership. The public perceptions and ambitions for Inverclyde will be considered alongside the Strategic Needs Assessment (SNA), the National Performance Framework, and the Council and Alliance resources in order to develop local priorities.

#### 6.3.1 Inverclyde Council and Partnership Plan

The two plans that the findings will inform are the Council Plan, and the Partnership Plan. Whilst there are similarities between the plans, there are significant differences in regard to their purposes.

The Partnership Plan is a commitment by Inverclyde Alliance partners to work together towards shared aims, with a focus on tackling inequalities and the added value of partnership working. Inverclyde Alliance includes public sector organisations, along with voluntary section and businesses. Whereas, the Council Plan explains how Inverclyde Council will operate, what its priorities will be, and how it will support delivery of the Partnership Plan.



**Inverclyde Council and  
Partnership Plan Consultation**  
Corporate Policy Team  
January 2023

[inverclyde.gov.uk](https://inverclyde.gov.uk) @inverclyde



Inverclyde Alliance

**Inverclyde**  
council



Inverclyde  
council

# Inverclyde Council Plan

2023 - 28



# Inverclyde Council Plan 2023 - 2028



## The Inverclyde Commitment

*Success For All – Getting  
It Right for Every Child,  
Citizen and Community*

### Theme 1

## PEOPLE



- Outcome 1.1** Our young people have the best start in life through high quality support and education
- Outcome 1.2** Gaps in outcomes linked to poverty are reduced
- Outcome 1.3** People are supported to improve their health and wellbeing
- Outcome 1.4** More people will be in employment, with fair pay and conditions
- Outcome 1.5** Our most vulnerable families and residents are safeguarded and supported

### Theme 2

## PLACE



- Outcome 2.1** Communities are thriving, growing and sustainable
- Outcome 2.2** Our strategic housing function is robust
- Outcome 2.3** Our economy and skills base are developed
- Outcome 2.4** We have a sufficient supply of business premises
- Outcome 2.5** Our natural environment is protected

### Theme 3

## PERFORMANCE



- Outcome 3.1** High quality and innovative services are provided, giving value for money
- Outcome 3.2** Our employees are supported and developed

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# Foreword

Council Leader, Councillor Stephen McCabe  
and Chief Executive Louise Long



## Welcome to Inverclyde Council's Plan for 2023-28.

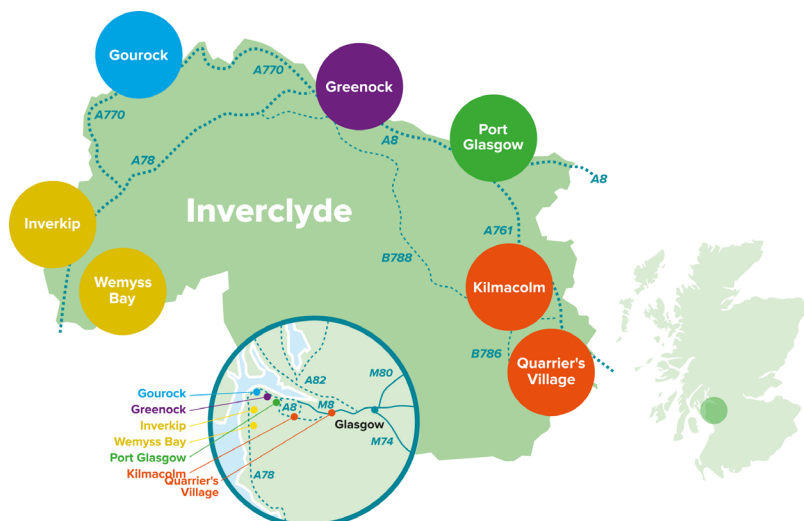
*This Plan sets out our vision for the Council as a whole and the ways in which we hope to improve the lives of, and deliver better outcomes for, the people of Inverclyde. In striving to deliver this strategic plan, and by working with our Inverclyde Alliance partners, we will achieve: 'Success for All - Getting it Right For Every Child, Citizen and Community'.*

*At its heart this plan aims to ensure that Inverclyde Council is a dynamic service provider, able to respond to the needs of all our communities and one that plays its part actively as part of public life locally and nationally.*

*Our forward planning aims to make sure that we focus on areas of need that support our citizens now and that at the end of the plan we are a more resilient Council, ready for any challenge and able to seize opportunities quickly.*

*The Council Plan aligns to and supports the 10 year Alliance Partnership Plan, ensuring that partners work together to create conditions that promote success for all and addresses inequalities.*

*We are very proud of the achievements of our Council, community and partners as we look back over our previous 2018-22 plan, as we came together to address the impact of the Covid-19 pandemic. The legacy of the pandemic continues but we see Inverclyde now on the brink of new opportunities with a renewed energy and enthusiasm to provide excellent services to our communities. Looking ahead, we recognise the many challenges we face in order to realise these ambitions. We need to ensure that our limited resources are appropriately targeted in order to make the greatest impact. We are committed to working with our partners and local communities to deliver a stronger, more responsive organisation. We will continue to engage, empower and listen to our communities, recognising that with their collective assets, knowledge, skills and experience, we can successfully achieve our vision together.*



# What the Council Does



540,418 Library visits  
(online and virtual)



Served an estimated  
population of 76,700



1,235,823 visits to  
service users by the  
Care and Support at  
Home Service



12,906 tonnes of  
household waste  
recycled



1,500  
potholes made safe



4,453 people  
employed by  
Inverclyde Council



Responsible for  
373km of road  
network



1,200 Business  
Support Grants  
processed and  
approved



3,000 involved  
in Participatory  
Budgeting



49 educational  
establishments to  
educate and support  
young people

# What the Council Does

Inverclyde Council is the democratically elected body for the area and delivers services aimed at providing a better quality of life for the people of Inverclyde.

We are responsible for providing a range of valuable public services to local communities such as:

- Education, including pre-school and school education, adult and community education.
- Maintenance of the roads network, footpaths and street lighting.
- Planning and Building Control.
- Maintenance of parks, open spaces and cemeteries.
- Council Tax/non-domestic rates billing and collection.
- Economic Development.
- Environmental Health.
- Cultural services, including libraries.
- Waste Management including refuse disposal and recycling services.
- Licensing, such as pubs, taxis and nightclubs.
- Electoral registration.

In addition to directly providing the services noted above, the Council has statutory responsibilities in relation to social work services, although the delivery of these functions has been integrated into the Inverclyde Health and Social Care Partnership.

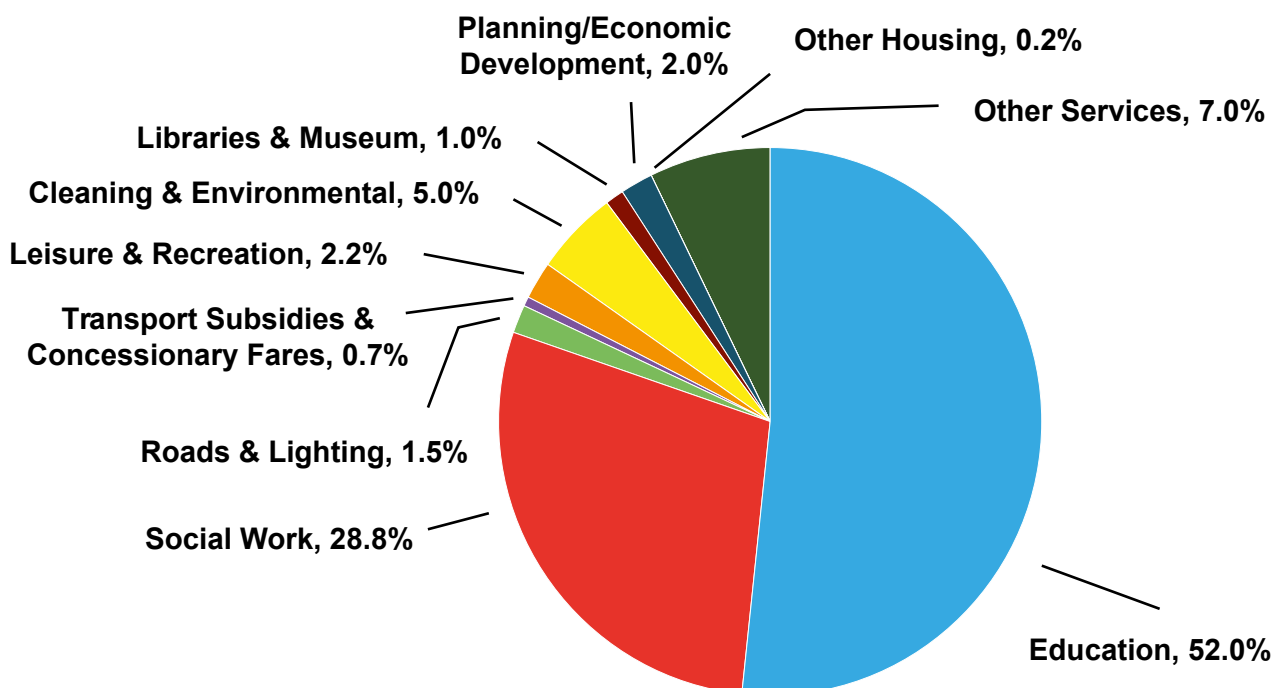
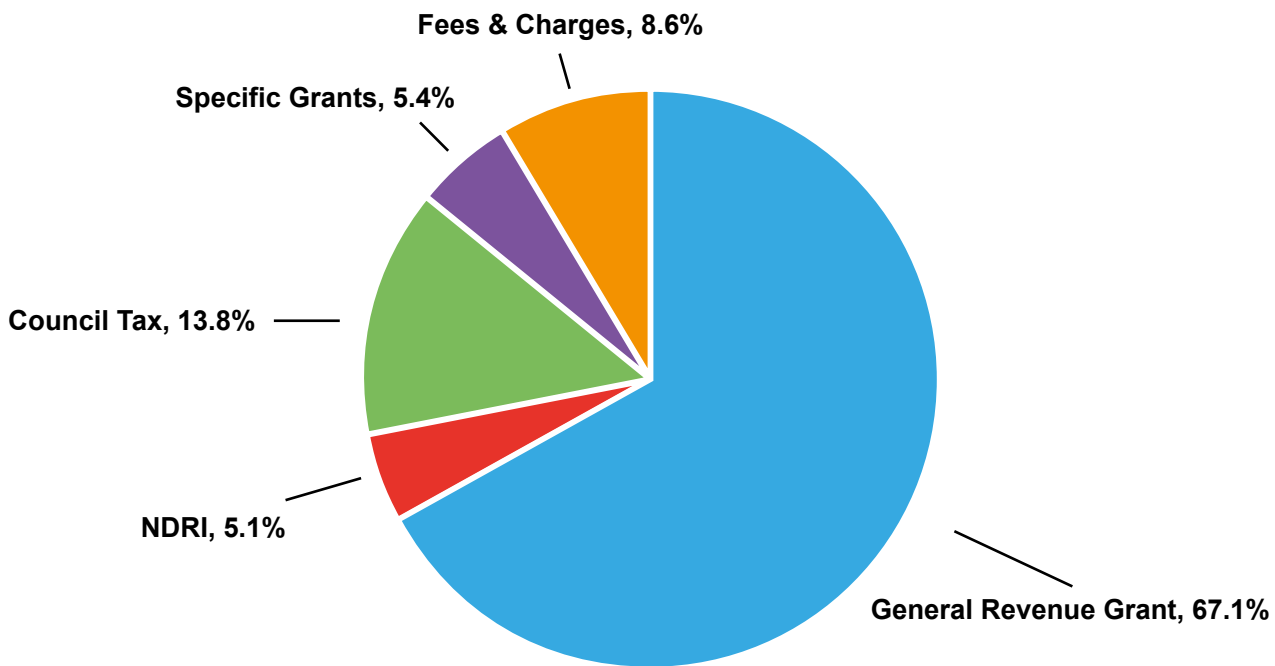
Inverclyde Council although no longer a provider of social rental housing since 2007, we maintain a strategic role in relation to housing locally and work with housing providers to deliver the Inverclyde Local Housing Strategy (LHS).

The Council also pays a management fee to Inverclyde Leisure, which is an arms length external organisation (ALEO), to manage sport and leisure facilities, community centres, swimming pools and parks and pitches on behalf of Inverclyde Council.

We also work closely with our community planning partners, known as the Inverclyde Alliance, to collectively improve local services to make a difference to the lives of our residents.

Inverclyde Council delivers these services against a very challenging financial picture. The Council has experienced inflationary pressures over 2022/23 at a level not seen within the lifetime of this Council and these pressures, plus the impact of economic pressures on household income are not expected to significantly reduce over the remainder of 2023. Alongside this is the further real terms reduction in funding which will impact on the way in which we deliver our services. This means that we are required to continually become more efficient in ways in which we operate and make difficult decisions about which services to prioritise.

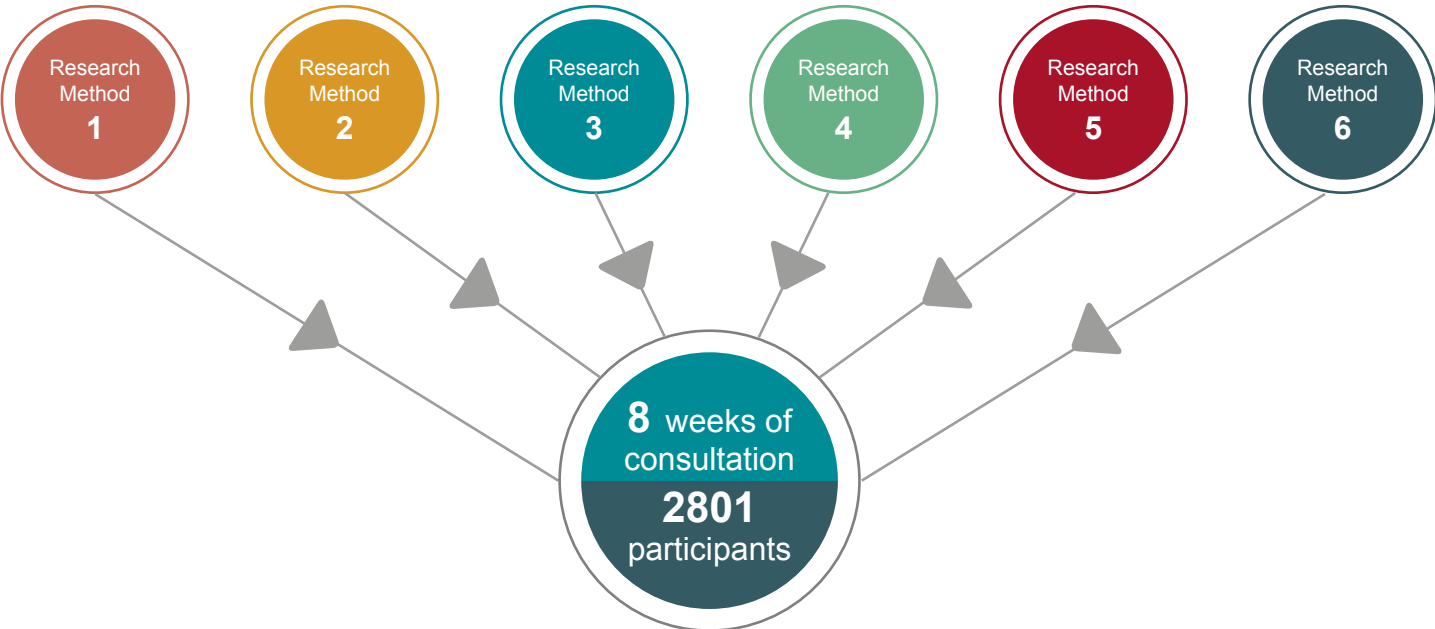
# What the Council Does



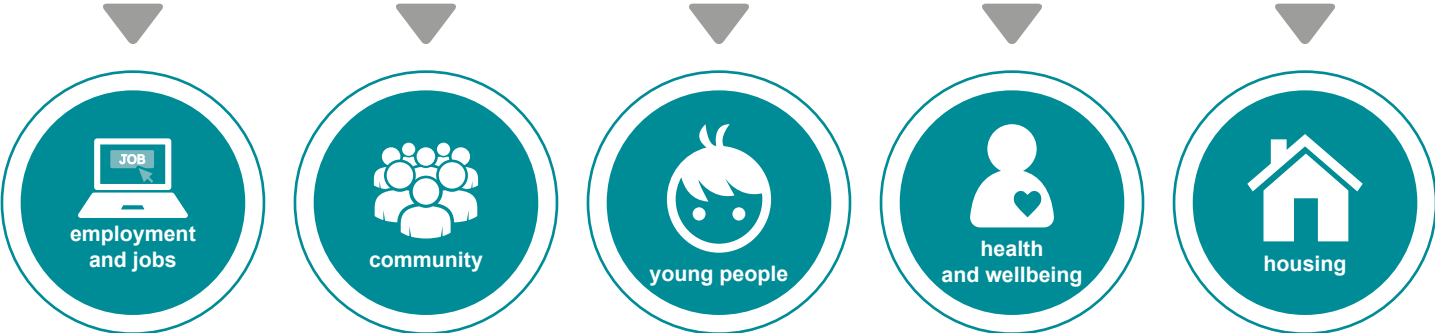
# Developing The Plan

In developing this plan a wide range of factors were taken into account. A key part of this was our public consultation. 2800 people gave us feedback on the key priorities for Inverclyde and how we might achieve them. A separate report on the consultation is available on our website and on request via our contact details at the end of this document.

## 6 Methods of Research



## Themes Highlighted





# Developing The Plan



We also benefitted from a Strategic Needs Assessment. It includes a range of information about Inverclyde, including the population profile, overview of the economy, analysis of deprivation trends, statistics on health and environment related information.

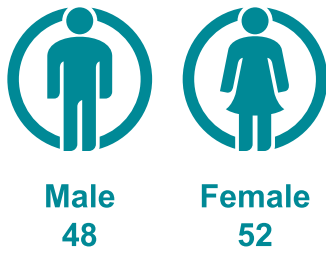
As well as giving a baseline against which we can measure progress through the implementation of the new plans the Strategic Needs Assessment identifies issues that the Council Plan and Partnership Plan can try to address.

Some of the key challenges for Inverclyde are:

- An increasing concentration of older people within Inverclyde's communities, with the proportion of people aged 75+ set to increase by 55.5% over the next 20 years;
- An anticipated population reduction of 5% over the next 5 years, driven by there being fewer births than deaths;
- Emergency hospital admission and alcohol related hospital admission statistics being higher than Scottish average levels;
- Annual earnings at a lower level than the Scottish average;
- Significant deprivation issues with 45% of all datazones being in the 20% most deprived in Scotland;
- Life expectancy for males and females sitting below Scottish average levels.

The Strategic Needs Assessment is available on our website and on request via our contact details at the end of this document.

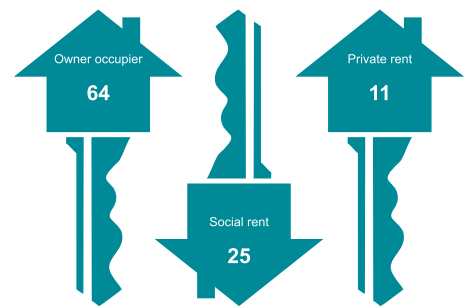
# If Inverclyde had 100 People



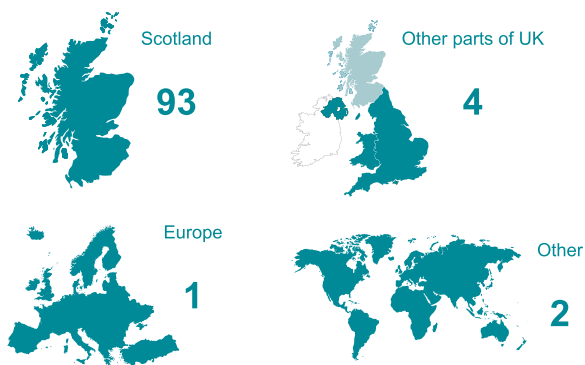
## Household Size



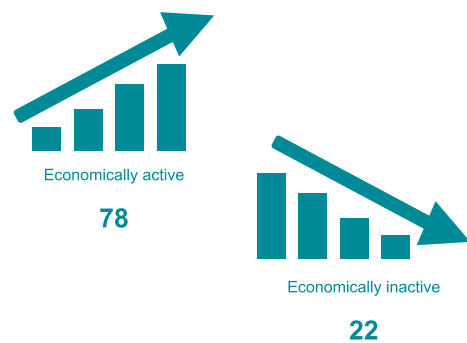
## Housing Tenure



## Country of Birth



## Employment



## Child Poverty



## Long-term Activity Limiting Health Problem



# Our Vision and Priorities

## *The Inverclyde Commitment is Success For All – Getting It Right for Every Child, Citizen and Community*

We are very aware that life opportunities vary across our population and there are significant challenges in relation to deprivation and inequality. We want to achieve success for all, with everyone in our communities being able to easily access high quality Council services.

We will work across three themes.



### **THEME 1: PEOPLE**

The people of Inverclyde and the people employed by the Council to deliver our services are the lifeblood of the area.

Making sure everyone has an equal opportunity to benefit from successes and to move forward in every area of their work and life is at the heart of how we develop individuals to reach their true potential, and ensure our community and Council are resilient to challenge.

*Outcomes we will achieve:*

- Our young people have the best start in life through high quality support and education.
- Gaps in outcomes linked to poverty are reduced.
- People are supported to improve their health and wellbeing.
- More people will be in employment, with fair pay and conditions.
- Our most vulnerable families and residents are safeguarded and supported.



### **THEME 2: PLACE**

Inverclyde is a collection of places – its towns and villages – each with its own identity but with a keen sense that by being part of a wider group moving forward together helps make sure we are all benefitting from success and opportunities.

*Outcomes we will achieve:*

- Communities are thriving, growing and sustainable.
- Our strategic housing function is robust.
- Our economy and skills base are developed.
- We have a sufficient supply of business premises.
- Our natural environment is protected.



### **THEME 3: PERFORMANCE**

We are an ambitious Council, always striving to improve and develop. Performance is therefore the third theme in our Council Plan priorities.

*Outcomes we will achieve:*

- High quality and innovative services are provided, giving value for money.
- Our employees are supported and developed.

# Our Vision and Priorities

## Our Values and Our Approach



### **We are nurturing**

*we care, we deliver our work in a supportive way*



### **We are inclusive**

*we challenge inequalities and ensure that all our citizens can access services*



### **We are focused on wellbeing**

*we support good health and wellbeing for our citizens and employees*



### **We support empowerment**

*we believe we can produce better results through collaboration with communities*



### **We are focused on achieving**

*we are positive and ambitious for everyone who lives in Inverclyde*



### **We are respectful and responsible**

*we deliver our work with honesty and integrity, we listen*



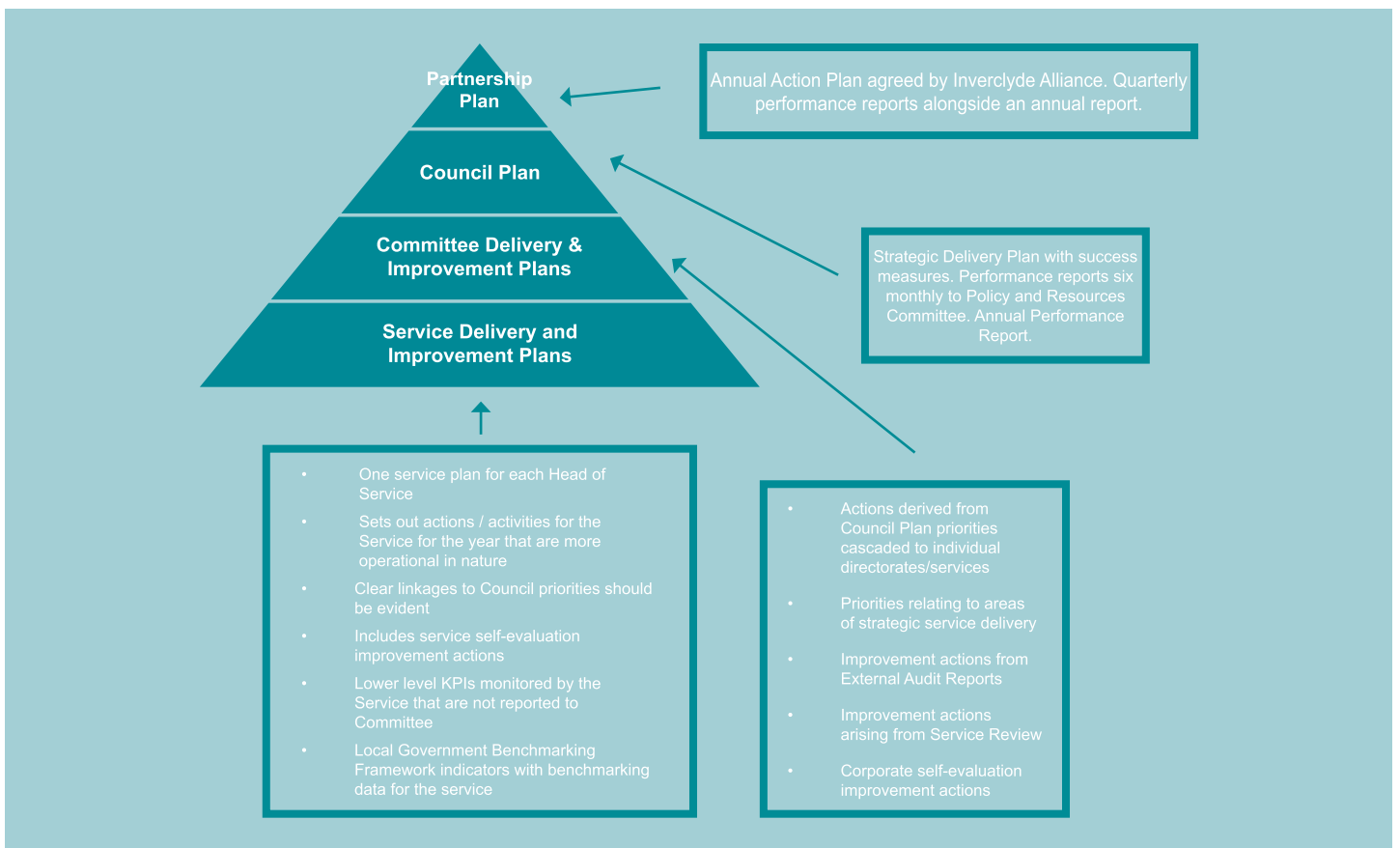
### **We provide a safe environment**

*we work with partners to ensure Inverclyde is a safe place to work and live*

# Delivering on The Plan

Our Performance Management Strategy explains how we report on, scrutinise and manage progress against achieving our outcomes. This sits alongside the Inverclyde Council Self Evaluation Framework which helps us to understand areas of high performance as well as areas for improvement within Council services.

Our structure for our delivery plans and their reporting is outlined in the diagram below.



The overarching strategic plan for Inverclyde is the Inverclyde Alliance Partnership Plan. This plan sets out the priorities that all partners within the Community Planning Partnership will seek to deliver to improve the wellbeing and quality of life of the residents of Inverclyde, with a particular focus on reducing inequalities. The Council Plan directly contributes to the achievement of these partner priorities.

The Financial Strategy establishes the policy framework for resource allocation within the Council over the medium term and is designed to support the delivery of the priorities contained within the Council Plan and the Partnership Plan.

The People and Organisational Development Strategy sets out how we will meet the challenges that the Council will face over the short term to ensure that our workforce is positive, motivated and well managed.

## Impact

We demonstrate our impact through measuring our success of our Council Plan and strategies. We focus on data and triangulate this with feedback from our staff, partners and citizens.

## What drives us

Our values define our culture and it describes how we do things.

## Contact Us

**For further information please contact:**

***Email*** [corporate.policy@inverclyde.gov.uk](mailto:corporate.policy@inverclyde.gov.uk)

***Telephone*** 01475 717171

***Write to Corporate Policy and  
Performance Team***

Inverclyde Council Municipal Buildings  
Greenock Inverclyde PA15 1LY

This document is available in other  
formats. Please contact us to request this.

# Appendices