
Report To:	Policy & Resources Committee	Date:	21 November 2023
Report By:	Interim Head of Organisational Development, Policy & Communications	Report No:	PR/23/23/KM
Contact Officer:	Morna Rae	Contact No:	01475 712146
Subject:	Inverclyde Council Annual Performance Report 2022/23		

1.0 PURPOSE AND SUMMARY

1.1 For Decision For Information/Noting

1.2 The purpose of this report is to seek the approval of the Committee for the publication of the Inverclyde Council Annual Performance Report (APR) 2022/23. The APR, which is the final report to be produced on the Inverclyde Council Corporate Plan 2018/23, is attached as Appendix 1.

1.3 For the first time, the APR also includes details of Inverclyde Council's benchmarking performance in 2022/23 for some LGBF measures.

1.4 An Elected Member Briefing has been arranged to provide all Members with the opportunity to consider the Annual Performance Report 2022/23.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- Notes the progress made in the delivery of the organisational priorities within the Corporate Plan 2018/23; and
- Approves the publication of the Corporate Plan Annual Performance Report 2022/23.

Morna Rae
Interim Head of Organisational Development,
Policy & Communications

3.0 BACKGROUND AND CONTEXT

- 3.1 The Inverclyde Council Corporate Plan 2018/22 established 10 organisational priorities for the Council. At its meeting on 14 September 2022, the Policy and Resources Committee approved a one-year extension to the Corporate Plan to allow a wider review of strategic planning and performance management framework to take place alongside community engagement on the new Council Plan and Partnership Plan priorities.
- 3.2 As part of the Corporate Plan's governance and scrutiny arrangements an Annual Performance Report (APR) is presented to the Policy and Resources Committee. The APR 2022/23 is attached as Appendix 1 for the consideration and approval of the Committee. The report aims to provide a balanced range of qualitative and quantitative information to support an informed judgement on the Council's performance in the year. This forms part of the Council's public performance reporting duty, as set out in the SPI Direction 2021.
- 3.3 Each organisational priority contains an overview of what was achieved in the year, with more detail provided in the form of case studies highlighting good or innovative practice, achievements and the delivery of major national initiatives, linked to the delivery of the Council's organisational priorities. The inclusion of case studies is also aimed at strengthening the Council's reporting on outcomes.

PERFORMANCE OVERVIEW 2022/23

- 3.4 A 'Performance Dashboard' containing three years of data for a range of KPIs is provided for each priority. The latest data for each measure is shown, along with a Red/ Amber / Green status where a target has been set. Where it is not appropriate to set a target e.g. school exclusions, the direction of travel is monitored instead. Such measures are indicated in the dashboard as 'data only'. All measures within the APR include trend information to show annual change and over the longer term (5-year).
- 3.5 The following areas of strong performance are highlighted to the Committee:
 - The percentage of young people participating in education, training or employment increased further to 94%;
 - The employment rate of 16-24 year olds in Inverclyde was higher than the Scottish average, 58.7% compared to 57.9%;
 - 100% of children issued with a new supervision requirement were seen by a supervising officer within target timescale;
 - 96% of clients waited no longer than 3 weeks from referral to receive an appropriate drug or alcohol treatment to support their recovery;
 - 95% of completion certificate requests were responded to within 10 working days, up from 68% in 2021/22; and
 - The Benefits processing team achieved 100% accuracy for the second consecutive year.

Of those measures with a red status, the following are highlighted to the Committee:

- The level of positive responses from members of the Citizen's Panel has fallen with all measures having an amber or red status;
- KPI performance relating to 'looked after children', although improving, remains below target;
- The percentage of service users who began their first work placement within 7 working days of imposition of court order has decreased from 85.4% in 2019/20 to 28.3% in 2022/23;

- The percentage of public health complaints responded to by the next working day has fallen by more than 30% since 2019/20, from 87% to 56%
- The number of days lost due to sickness absence has increased from 8.3 days to 10.4 days.

Local Government Benchmarking Framework 2022/23

3.6 A new approach to reporting the LGBF was introduced by the Improvement Service in Spring 2023, with the introduction of an interactive LGBF dashboard which provides access to data and analysis at an indicator level, service level, family group and Council level. One significant advantage of the dashboard is that new data can be added throughout the year as it becomes available, providing Councils with benchmarking information in a timelier manner. The dashboard is available here:

<https://www.improvementservice.org.uk/benchmarking/explore-the-data>

3.7 A data update was carried out by the Improvement Service at the end of September 2023 and new 2022/23 benchmarking data has been published for 38 measures within the framework. A review of the data for Inverclyde shows that:

- 23 (61%) have a ranking that places performance in the top two quartiles.
- 10 (26%) have a ranking that places performance in the third quartile.
- 5 (13%) have a ranking that places performance in the fourth quartile.

Of the 15 indicators in quartiles three and four (red and amber), eight have improved in performance compared to the previous year. Of those that are ranked in the top two quartiles (green), 10 had a decrease in performance between 2021/22 and 2022/23.

3.8 A summary of key changes in Inverclyde's LGBF performance are noted below:

A) Children's Services

The participation rate of 16–19-year-olds in Inverclyde was 94%, which is slightly higher than the family group average but sitting just below the Scottish average. Despite an improvement in performance, Inverclyde's national ranking fell from 8 to 22, due to other Councils also improving at a greater rate.

The percentage of children living in poverty increase from 18% to 24% however an increase in child poverty levels was expected, following concerns that the previous figure of 18% was not an accurate reflection of child poverty levels in Inverclyde.

B) Corporate Services and Corporate Assets

Performance in relation to corporate services and corporate assets is strong, with three quarters of the indicators ranking in the top two quartiles. Inverclyde was the best performing Council in Scotland for the proportion of SWF Crisis Grant decisions within one day, with 100% performance achieved whilst the proportion of SWF Community Care Grant decisions within 15 days was the third highest in Scotland, at 99.5%.

A further three measures rank the first quartile (i) days lost due to sickness absence (non-teacher) (ii) the percentage of invoices sampled that were paid within 30 days and (iii) the percentage of operational buildings that are suitable for their current use.

Further progress was made in reducing Inverclyde's gender pay gap, which was 4.4% in 2022/23. This measure has improved year on year and is now almost half the 2018/19 level.

There was an increase in the cost per dwelling of collection council tax which resulted in a change in ranking from 27 to 29. Costs were higher than both the national and family group average.

C) Adult Social Work

All four SW measures ranking in the top two quartiles, and three of the four rank in quartile one.

The rate of readmission to hospital within 20 days (per 1,000 discharges) improved from 90.6 to 78.4. Inverclyde's performance was significantly better than the national and family group average, 101.7 and 104.1 respectively.

There was a slight decrease in the percentage of people aged 65 or over with long term care needs receiving personal care at home, falling from 67.3% to 65%, however the national ranking remained unchanged at eight. The national ranking for the number of days spent in hospital when ready to be discharged also remained unchanged at seven, despite an increase in bed days from 291 to 460. Performance for both measures was better than the national and family group averages.

There was a drop in the percentage of adult care services graded good or better, falling from 85% to 80%, resulting in a national ranking change of five places, from six to 11.

D) Environment Services and Climate Change

Seven of the nine Environmental Services and Climate Change measures rank in the top two quartiles. Satisfaction with refuse collection is the highest in Scotland, 92%, significantly outperforming the Scottish and family group average at 76% and 79.8% respectively.

Satisfaction with street cleaning also ranks highly, with Inverclyde in 9th position and satisfaction remaining steady between reporting years 2018/21 and 2019/22 at 67%. Relatively high levels of satisfaction with street cleaning does not correlate with the street cleanliness score however, which has dropped from 85.1% to 83.9% and is the second lowest in Scotland.

Three of the four road maintenance measures rank in the top two quartiles. The measure that lies outwith the top quartiles is the percentage of 'C' class roads that should be considered for maintenance treatment which, at 36.7%, is higher than the family group and Scottish averages.

There was an increase in Inverclyde's CO₂ emissions for both carbon measures, however national and family group emissions similarly increased. Inverclyde continues to rank in the top two performing quartiles for both carbon indicators.

E) Culture and Leisure

On the whole, there has been little movement in culture and leisure satisfaction levels when compared with 2018/21 across all measures. There was a 1% increase in satisfaction with parks and open spaces, rising from 86% to 87% and satisfaction with museum has risen marginally from 59.6% to 59.7%. Satisfaction with the museum is lower than the national and family group averages, with Inverclyde ranking in 25th place. Satisfaction levels with libraries decreased slightly from 76.5% to 74.3% but remained higher than the family group average (68.8%) and just above the Scottish average (74%). Satisfaction with leisure facilities ranked in 7th place at 77%.

F) Economic Development

Inverclyde continued to be one of the best performing Councils in Scotland for the number of business gateway start up per 10,000 population, ranking 4th overall. There was a drop in the rate of business gateway startups from 2021/22 levels, falling from 29.5 to 25.4, however performance was significantly better than the national and family group average - 14.3 and 16.7 respectively.

Inverclyde's claimant count as a percentage of the working age population and also the claimant count as a percentage of the 16–24-year-old population also improved. The claimant count as a percentage of the working age population fell to its lowest level since 2016/17 and was also lower than the family group average. Inverclyde's claimant count as a percentage of the 16–24-year population, whilst remaining higher than the national and family group average, is also at its lowest level since 2016/17. Performance for both indicators remained in the fourth quartile.

EVALUATING PERFORMANCE 2022/23

3.9 When evaluating performance, it is important to consider the context in which services were delivered during the year. Also, where there is cross-over between LGBF measures and the Council's own KPIs, performance differences can arise due slight differences in methodology e.g. LGBF sickness absence data does not include Covid-19 absences to provide continuity with previous years, however Inverclyde Council's measure of sickness absence does. There are also key differences in the methodology used for measuring satisfaction, more detail on which is provided in paragraph 3.10.

3.10 Budget pressures and reduced resident satisfaction

Budget pressures over consecutive years has resulted in changes to service provision which will have had an impact on customer satisfaction. The Inverclyde Citizens' Panel is asked for its views across a range of areas every two years and action is taken in response to the feedback.

The impact of the savings currently being considered by the Council will result in difficult decisions which will likely impact upon satisfaction levels further.

Nationally, results from the most recent Scottish Household Survey (SHS, 2021), although carried out prior to the Inverclyde Citizens' Panel survey, shows a significant decrease in satisfaction relating to public services (including health and public transport) decreasing from 61% to 55%. Approximately one quarter of adults (24%) in Scotland felt that they could influence decisions in their local area, this is the same as the Inverclyde Citizens' Panel return for the same question. Across Scotland as a whole, the level of positive response to all SHS questions on views about the local Council decreased between 2020 and 2021.

The Committee is asked to note an important distinction between satisfaction data gathered via the Inverclyde Citizens' Panel and the LGBF satisfaction results, which are derived from the Scottish Household Survey. The LGBF presents Scottish Household Survey data as a 3-year rolled average to deliver more precision at a local level. Due to the pandemic, the survey moved to a telephone survey in 2020/21 which reduced the sample size by more than two thirds (approximately 3,000 for the whole of Scotland, typically 200 people for Inverclyde). Despite its limitations, the SHS is used by the Improvement Service because it is currently the only survey that provides a measure of satisfaction in a way that is comparable across all 32 Councils.

The Council will continue to benchmark results in relation to customer satisfaction where possible and act on the findings.

3.11 Employee resources

Employee resources continued to put pressure on services during the year. This includes a reduction in the number of staffing posts in some areas, whilst other contributing factors include high levels of vacancies in particular fields across the Council and the HSCP, alongside recruitment difficulties. Reduced resources due to budgetary pressures and employee turnover will inevitably impact on performance.

Some services, such as Criminal Justice continue to face challenges in returning to service delivery levels that were achieved pre-pandemic. This is exacerbated in Inverclyde by the number of vulnerable clients that require support to meet their needs.

3.12 Other considerations

Other factors can influence performance during the year that are outwith the control of the Council include:

- The demand for a service can vary due to the cohort that year, e.g. the number of employability clients that gained a full or partial qualification is dependent on the uptake of the service.
- The loss or withdrawal of external funding streams, such as the Attainment Challenge, will result in a reduced level of service. One such area is adult learner accreditation, supported by Community Learning and Development.
- Changes in external performance recording software e.g. changes in how statistics are gathered by Meta (Facebook) had an impact on library visitor numbers. Performance was also affected by statistics from an online resource no longer being available, following non-renewal of the Council's subscription.

RESPONDING TO THE APR

3.13 The APR describes many areas of best practice which services will look to continue and extend as resources allow, whilst the first outputs from the LGBF 2022/23 show that Inverclyde Council continues to perform well when benchmarked against those Councils within our Family Group and the national average. Where there have been challenges in service delivery or significant external pressures negatively impacting on performance remedial action will be explored. Overall, performance in 2022/23 provides a strong foundation on which to deliver the new Council Plan 2023/28.

3.14 An Elected Member Briefing on the Annual Performance Report 2022/23 will be arranged to take place in advance of the Committee meeting.

4.0 PROPOSALS

4.1 The Committee is asked to approve the publication of the Inverclyde Council Annual Performance Report 2022/23.

5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial		X
Legal/Risk	X	

Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 Finance

One off Costs

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

Annually Recurring Costs/ (Savings)

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

5.3 Legal/Risk

The Local Government in Scotland Act 2003 places a duty on Councils to publish a range of information as set out by the Accounts Commission's SPI Direction, the latest version of which is the "Publication of Information (Standards of Performance) Direction 2021 Statutory Performance Indicators". The publication of this Annual Performance Report helps fulfil the Council's obligations under the Direction.

5.4 Human Resources

There are no direct human resources implications associated with this report.

5.5 Strategic

The Annual Performance Report 2022/23 set out the Council's progress in delivering the organisational priorities within the former Corporate Plan 2018/23.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Inverclyde Council

Annual Performance Report

2022/23

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FOREWORD

Welcome to Inverclyde Council's Annual Performance Report, which provides details of our performance in delivering the priorities within our Corporate Plan 2018/23, to realise our Vision of 'Getting it Right for Every Child, Citizen and Community'.

It has been another very challenging year for both the Council and our communities, continuing to respond to the issues arising from the Covid-19 pandemic and the cost-of-living crisis. Amongst the actions that we took to support residents and employees included earmarking £3.5million in additional support for low-income households by way of a grant payment to help tackle the increasing financial pressures. The Council also introduced the increased cost of living wage early for our employees.

This is our fifth and final Annual Report on our Corporate Plan 2018/23, which has been superseded by a new Council Plan 2023/28. The recovery from the pandemic made the re-assessment of local priorities even more important, however a commitment to protecting the vulnerable, reducing inequality and the delivery of high-quality Council services continues to be central to all our work.

We were delighted when this commitment was formally recognised and Inverclyde Council was named as a finalist in the Council of the Year 2023 category at the prestigious Local Government Chronicle (LGC) Awards 2023. The UK wide Award recognises excellence in local government and Inverclyde Council was the only Scottish authority to make it to the finals.

In particular, the Award was worthy recognition of the commitment of the Council's workforce to providing the best possible service for the residents and communities of Inverclyde.

As we move to delivering the new Council Plan 2023/28, we remain ambitious and will seek to develop new and innovative ways of working in these challenging times to build resilience and create a stronger Council. Opportunities to improve outcomes for the residents of Inverclyde will be seized wherever possible, including the delivery of new, major projects such as the £22million Levelling Up Fund and the Inverclyde Socio-Economic Taskforce, to identify ways in which partners can work together to bring added value to the Inverclyde economy.

Finally, the Council strives to be transparent in keeping residents informed about how well we are performing. This report is just one way in which we aim to do that, and you can find more information across a range of service areas on our Performance page, which you will find here: <https://www.inverclyde.gov.uk/council-and-government/performance>

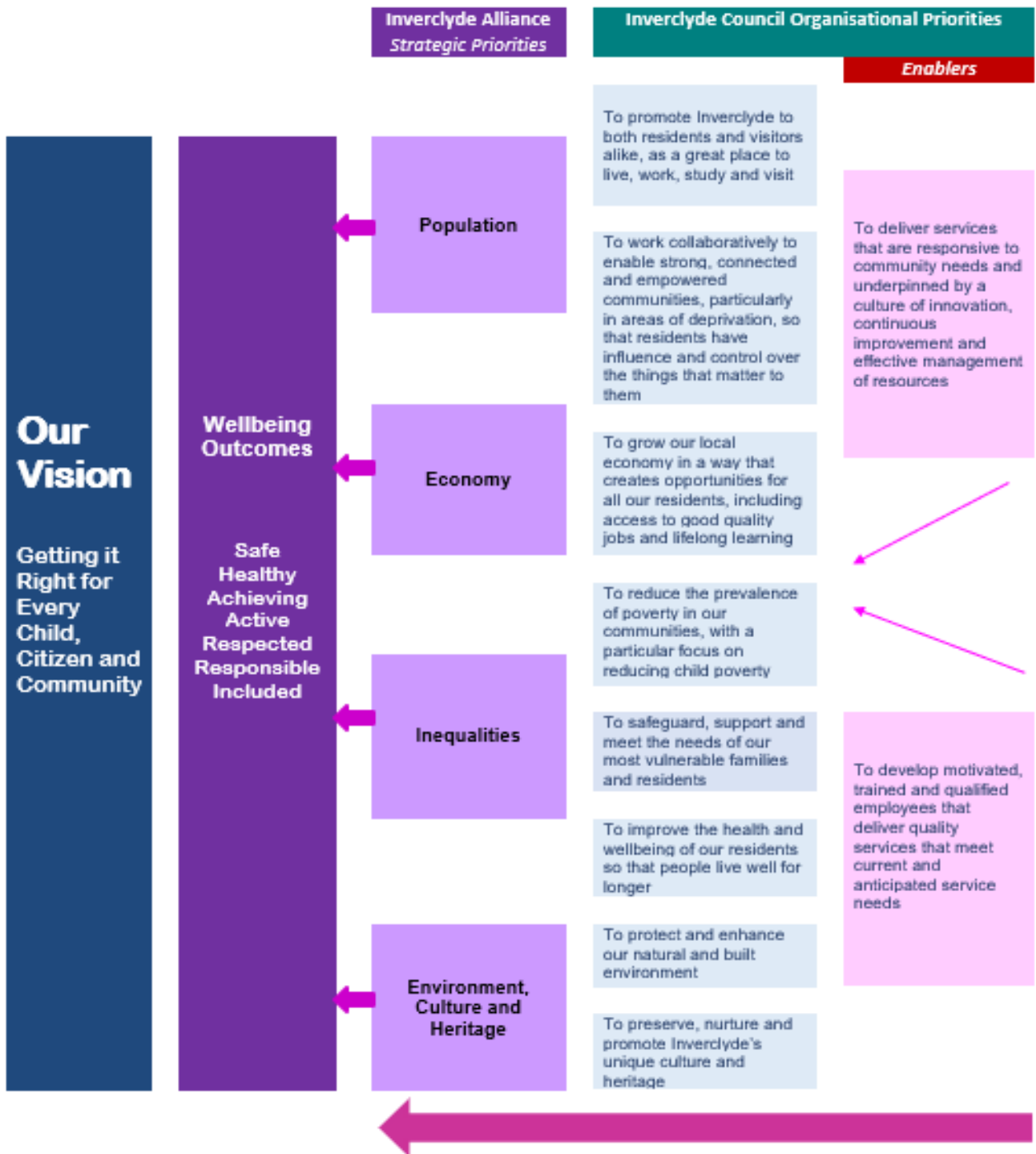
As always, your feedback is very important to us and contact details are provided at the back of this report if you would like to provide us with your views on any aspect of our performance.

Louise Long
Chief Executive

Stephen McCabe
Leader, Inverclyde Council

Organisational priorities 2018/23

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





Population

The estimated population of Inverclyde at the time of the Census 2022 was 78,400.



Playgrounds

Inverclyde Council maintains 54 play areas including 44 inclusive play areas.



Libraries

There were 503,432 visits (physical and virtual) to Inverclyde libraries in 2022/23.



Environment

More than 300 trees were planted to replace ones lost to disease during the year.



Cost-of-Living

A total of 9863 grant payments, totalling £3.45m, were made to Inverclyde residents to help with the cost-of-living in 2022/23.



Community Learning & Development

190 adults improved their literacy skills with support from Community Learning and Development.



Participation

More than 2,800 residents participated in the consultation on the new Council plan 2023/28.



Maintenance

The Council is responsible for the maintenance of 373km of road network.



Income

13% of the Council's total income in 2022/23 was generated from Council Tax.



Care and Support Services

The Care and Support at Home Service provided over 330,000 hours of support to more than 1400 service users in 2022/23.



Homelessness Support

The Homelessness service provided advice and assistance to 708 households in 2022/23.



Education

More than 9600 children and young people were educated in Inverclyde schools.



Employability

In 2022/23, 467 unemployed people moved in to employment following participation in a Council funded and operated employability programme.

How we measure our performance

This Annual Performance Report 2022/23 provides an overview of performance in the delivery of the organisational priorities set out in our Corporate Plan 2018/23. It highlights a number of key achievements throughout the year, supplemented by a range of performance data which aims to provide a balanced view of the progress that has been achieved in both improving local outcomes and improving Council services. [Performance Dashboard](#)

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








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

Data for a number of the Council's key performance indicators is derived from both national and local surveys, e.g. the Scottish Household Survey and the Inverclyde Citizens' Panel.

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

Due to the pandemic, national survey work was postponed or carried out in a different way, creating a data lag in some instances, whilst in others, data is not available or comparable with previous years due to changes in methodology.

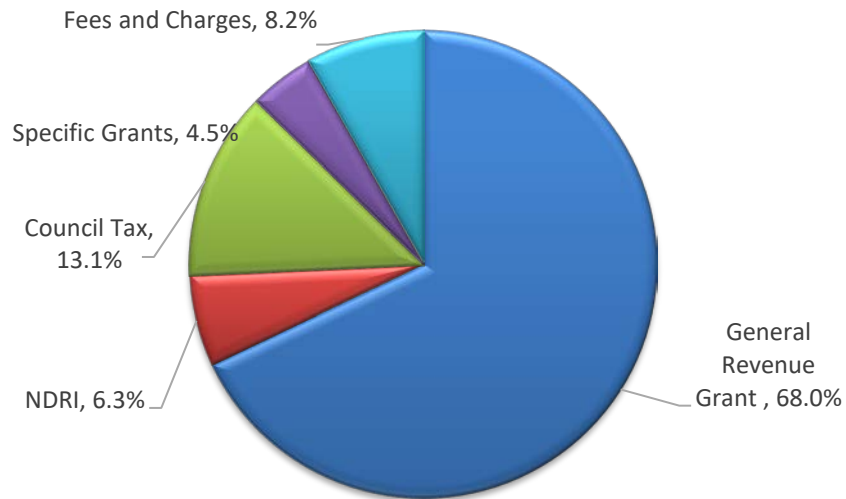
The performance dashboard uses the following status icons to help you assess performance:

PI Status	
	Performance has not met target and is below the set tolerance level (5%)
	Performance is below target level, but is within a set tolerance level (0-5%)
	Performance is at target level or higher
	Performance is being monitored but no target has been set (data only)
Short term and long-term trend status	
	Improving performance (short term = annual change, long term = 5 years)
	No statistical change in performance
	Performance has declined (short term = annual change, long term = 5 years)

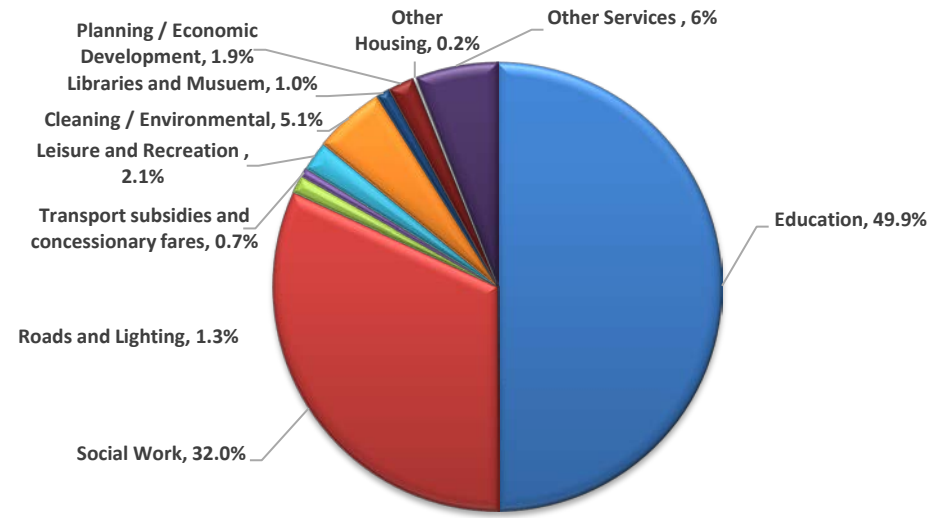
MANAGING THE COUNCIL'S FINANCES

In 2022/23, the largest proportion of the Council's budget came from General Revenue Grant. In relation to where the money was spent during the year, almost half of the budget was directed to Education Services to help deliver the best start in life. The next largest proportion was allocated to Social Work Services to support our most vulnerable residents.

Where our money came from 2022/23



What the money was spent on 2022/23



Budget 2023/24

In March 2023, the Council approved an overall budget of £227 million and a three-year capital budget to fund infrastructure costs of nearly £68 million. The full budget details are available on the Council's website at <https://www.inverclyde.gov.uk/meetings/meeting/2535>

Priority

1

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

Our aims

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

How are we delivering this?

The marketing and promotion of Inverclyde as ‘a great place to live, work and visit’ was able to fully resume during the year and the ‘*Development of the Inverclyde brand: Position Inverclyde as a place to live, work and visit*’ was incorporated as a strategic action within the Inverclyde Alliance Population Partnership Delivery Plan, to provide partners with a more targeted focus.

Activities included the promotion of new dedicated ‘Discover Inverclyde’ themed social media, promotion of outdoor activities and cruise seminars. Plans are now in place to develop a new Inverclyde tourism

and place marketing strategy that will focus on the promotion of Inverclyde as a visitor destination.

Fewer births than deaths continued to be the major driver of population decline in 2022. Whilst Scotland also has more deaths than births in recent years, the gap between the two is more pronounced in Inverclyde. Attracting people to move to Inverclyde is therefore becoming more essential to ensure the sustainability of the area.

New opportunities to improve prospects for businesses and residents were identified during the year with the Fraser of Allander Institute Report, “Supporting Economic Recovery in Inverclyde, West Dunbartonshire and Argyll and Bute”. This Report highlighted the similar challenges facing all three Council areas, population decline, economic recovery in areas requiring regeneration and dealing with poverty and inequalities. This report provided the impetus for the establishment of a new multi-agency, Inverclyde Socio-Economic Task Force with representation from Inverclyde Council, key partners and the Scottish and UK Governments. The first meeting of the group took place in June 2022, with further meetings during the year and continuing into 2023. The Task Force is working together with the shared aim of stimulating the Inverclyde economy and creating opportunities for business and residents to ensure that Inverclyde is a place of choice for people to live, work and thrive.

Boosting tourism investment

Harnessing opportunities from marine tourism to boost the local economy continued to be a priority for the Council, with the delivery of the new Greenock Ocean Terminal visitor centre nearing completion at the end of the year.

The project, led by Inverclyde Council is part of the £1 billion Glasgow City Region City Deal, funded by the Scottish and UK governments (£10.4m) with contributions from Peel Ports (£8m), operators of the existing Greenock Ocean Terminal and the George Wyllie Foundation via the Dunard Fund (1.7m).

The £20 million investment includes a new 200-metre floating pontoon, completed by Peel Ports in partnership with the Council as part of the overall project, providing a dedicated cruise ship berth linking to the state-of-the-art new visitor centre.

The centre will provide a welcoming environment for cruise ship passengers, with the aim of building on growing and attracting tourist numbers in future years. The number of cruise liners expected into the pontoon in 2023 is already on target to be 25% higher than in 2022.

As well as promoting tourism, the building will also be a new asset for the local community to enjoy and will support economic growth in the area. It is anticipated that the facility will provide a £26million boost to the Scottish economy and provide over 70 new jobs.

Supporting our New Scots

Supporting New Scots to settle into their new community is crucial in helping people build sustainable lives here. Resettlement and asylum work has been ongoing in Inverclyde for a number of years and is well established. This includes working with the Home Office and other key partners to successfully deliver a range of resettlement schemes within Inverclyde, such as the Vulnerable Persons Resettlement Scheme, Ukrainian Resettlement and Asylum Seekers. At the end 2022/23, more than 80 families in Inverclyde were being supported.

A whole system approach, that helps people to resettle and integrate in Inverclyde has been put in place. This includes models of support, learning from practice that has worked locally and elsewhere in Scotland, to learn English and build social connections.

Events aimed at reducing isolation, building confidence, encouraging new friendships and providing support to those that have moved to Inverclyde, including a New Scots reception at the Beacon Arts Centre, were also hosted. Your Voice and a range of local and national third sector organisations are supporting both the refugees and people seeking asylum to ensure that they are linked locally into activities and the community.

Those arriving in Inverclyde bring with them a range of skills and their successful integration will enable Inverclyde to develop as a diverse multi-cultural community, with potential for long term population growth and sustainability.

01 PERFORMANCE SCORECARD

Classification : Official

MEASURES	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
In-migration - The number of people moving into Inverclyde in the year	1,780	Due 2024	-	Maintain			
Out migration - The number of people leaving Inverclyde in the year	1,690	Due 2024	-	Decrease			
Gross weekly pay for employees living in the area (median earnings)	£560.90	£568.00	£633.90	Increase			
The percentage of Citizen Panel respondents that have considered leaving Inverclyde	(2021) 45%	Biennial PI	(2023) 54%	Decrease %			
The percentage of Citizens' Panel respondents that are satisfied with Inverclyde as a place to live	(2021) 75%	Biennial PI	(2023) 60%	Maintain %			
The percentage of Citizens' Panel respondents that are satisfied with their neighbourhood as a place to live	(2021) 86%	Biennial PI	(2023) 79%	Maintain %			
The percentage of school leavers achieving 1 or more awards SCQF level 6 or better	75.2%	68.3%	Due Feb 2024	2021/22 70%			
The percentage of school leavers achieving 5 or more awards SCQF level 6 or better	37.7%	40%	Due Feb 2024	2021/22 36%			
Percentage of school leavers achieving SCQF level 5 or better in literacy	89.2%	86.2%	Due Dec 2023	2021/22 86%			
Percentage of school leavers achieving SCQF level 5 or better in numeracy	75.6%	74.8%	Due Dec 2023	2021/22 76%			

Status On or above target
 Below target, but within 5% tolerance
 5% or more below target
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse

Priority

2

To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them

Our aims

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

How are we delivering this?

Participatory budgeting as a means of supporting citizen participation remained a priority during the year with residents having a direct say in local financial decision making and service design for high profile events

such as the Inverclyde Meliora festival, and smaller scale local area improvements such as shaping the improvement works at Birkmyre Park, Kilmacolm. Community groups, schools and partner services, participated in the exercise with 278 community members engaged in the consultation. As a result, the funding was allocated to an extension to the children's play area, additional seating and picnic tables, a wildflower display and additional tree planting.

Despite increasing financial pressures, a Community Grants Fund was established, which combined the former Grants to Voluntary Organisations, Under-19s Sport and Community Hall Waiver schemes, with a funding pot of £365,000 to provide financial support to local community, sports and voluntary organisations to develop the work that they do for local residents. 83 local groups were supported to deliver a wide range of sporting, musical, cultural, religious and voluntary activities across Inverclyde.

A Social Value Policy was implemented during the year. Social Value is broader than community benefits, in that it considers initiatives which affect the long-term wellbeing and resilience of individuals and society, including economic and environmental matters as well as sustainability. Such a policy will ensure that the Council is maximising Social Value from its procurement activity, for the benefit of local communities.

Empowering communities

Recognising the importance of bringing people together again, the delivery of a range of high-profile, community outdoor events throughout summer 2022 was prioritised. The Meliora Festival, which translates to 'for the pursuit of better', was a celebration of the resilience and compassion shown by local communities during the pandemic.

A community fund of £120,000 was allocated for local events, split across six localities. Each locality area was asked to help shape, decide and organise events using its allocation. 38 applications for funding were received which were put to a public vote via a new Community Choices Platform. More than 1,330 votes were cast and a total of 23 groups from across Inverclyde each received a £5,000 Meliora Fund grant.

The result was a summer programme where community events such as family fun days, fetes, Platinum Jubilee events and parades were complemented by bigger scale celebrations such as the 2022 Kip Regatta, the British Pipe Band Championships, Scotland v England girls' under-15s international football match, Inverclyde Warrior 5k obstacle course and an arts and culture weekend at the Beacon Arts Centre.

Additionally, local democracy was strengthened as a result of a partnership based on a shared responsibility towards wellbeing and mutual benefit with residents' equal partners in the planning, organisation and commissioning of events and the use of public money to address local need.

Tackling digital exclusion

In June 2022, Inverclyde Libraries launched the 'Making IT Real' project, a free, ten-month, Digital Inclusion outreach project targeted towards residents living in Greenock East and Central and Port Glasgow, areas which have amongst the highest levels of multiple deprivation in Inverclyde.

The project sought to bridge the digital divide principally by delivering group sessions in sheltered housing and community centres throughout Inverclyde. Funding was secured from the Scottish Library Information Council and the Scottish Government Public Library Covid recovery fund. In all, there were 474 interactions with the service over 14 group sessions.

The 'Making IT Real' project was part of a wider 'Discover IT@ the Library' initiative that ran throughout the year, which offered a variety of IT skills training. Over the year, a total of 125 class sessions were delivered with 160 Inverclyde residents participating whilst 239 residents attended a drop in 'Device Advice' sessions.

The service has helped to reduce confidence barriers, develop skills and helped promote an understanding of the benefits that the internet and online services can offer, within a trusted, accessible, community location.

02 PERFORMANCE SCORECARD

Classification : Official

MEASURES	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
The percentage of Citizens' Panel respondents that feel that they can influence decisions affecting the local area	(2021) 24%	Biennial PI	(2023) 24%	Increase %			
The percentage of Citizens' Panel respondents that agree that the Council works with them to solve their problems	(2021) 30%	Biennial PI	(2023) 24%	Increase %			
The percentage of Citizens' Panel respondents that feel safe in their neighbourhood outside at night	(2021) 70%	Biennial PI	(2023) 68%	Increase %			
The percentage of Citizens' Panel respondents reporting a reduction in anti-social behaviour in the last 12 months	(2021) 19%	Biennial PI	(2023) 5%	Increase %			
Number of adults improving their literacies	148	179	190	120			
School attendance rates (per 100 pupils):							
Primary	95%	90.8%	92.14%	90%			
Secondary	90%	88.1%	87.76%	85%			
ASN	91.4%	87.6%	88.42%	85%			

Status	On or above target	Below target, but within 5% tolerance	5% or more below target	Data only PI, no target set
Trend	Improving performance / got better	Declining performance / got worse	Performance unchanged	

Priority 3

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

Our aims

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

How are we delivering this?

Opportunities to lever in additional funding to boost the local economy were sought during the year, the most notable of which was the successful bid to the UK Government's Levelling Up Fund. Inverclyde was one of 10 successful projects to be awarded funding. The total value of the bid was £21.5million, comprising of almost £20 million from the Levelling Up Fund with the balance made up of match funding from the Council and partners.

The project will deliver a major infrastructure improvement to transform Greenock town centre, including the creation of new civic spaces, improved links between various parts of the town centre and the waterfront and opportunities for increased town centre housing and living opportunities.

Almost £3 million in core funding was also secured from the UK Shared Prosperity Fund in 2022. An Investment Plan is being developed which will include proposals to address local need, as well as maximising opportunities identified within the Fraser of Allander Institute report and the aims and objectives of the Inverclyde Taskforce, which was established to stimulate the Inverclyde economy creating opportunities for business and residents to ensure Inverclyde is a place of choice for people to live, work and thrive.

As one of the largest employers in the area, the Council continued to create, support and promote employment opportunities for the benefit of local residents and the economy. In 2022, 41 Modern Apprenticeship posts were advertised, compared to 21 in 2021.

Local businesses were also supported during the year through business employability and property support. Interventions are evolving, reacting to the challenging economic climate and needs of local businesses.

Furthering employment prospects

'Inverclyde Works' is a multi-faceted employability programme being delivered by Inverclyde Council in partnership with local public and third sector organisations. The initiative aims to promote positive activity within the local labour market, available to all, with Fair Work at its core.

The suite of employment programmes made available includes Modern Apprenticeships, Paid Work Experience, Long Term Unemployed Job Creation and Parental Support to Employment. Support offered includes employment paid at the Real Living Wage for at least 12 months, vocational training /industry recognised accreditation, support to reduce barriers into employment and transition to work, financial and digital learning and the provision of devices and connectivity, mindfulness, support with driving lesson costs, health and well-being support and on-going aftercare for 6 months post programme.

Clients supported via 'Inverclyde Works' have achieved qualifications ranging from SCQF Level 5 to Level 8, with each person undertaking the qualification most relevant to their employment aspirations. 75% of participants have moved into an employment outcome and work continues with those that do not progress into employment to support a move closer to the labour market in the longer term.

The programme will continue for the next 2 years, providing at least 300 employment opportunities for an Inverclyde wide, all-age cohort, however there will be a specific focus on reducing child poverty by moving parents into work.

Creating new job opportunities

The Inverclyde Council 'Workforce Refresh Programme' was developed in response to the Council reviewing how, as one of the largest employers in the area, it could create employment prospects for local people and young people in particular, as well as provide advancement opportunities for existing employees.

The Programme took the shape of a targeted voluntary severance trawl, aimed at employees in the pension scheme aged 55 and over but younger than 65. Employee releases under the Programme were phased over an eighteen-month period which allowed local employability groups to prepare local unemployed for the forthcoming job roles.

For those vacancies specifically created under the 'Workforce Refresh Programme' employment was provided to:

- 100% Inverclyde residents (15% were aged between 16 and 29);
- 20% of whom were unemployed; and
- 8% of whom were registered with a local employability partner.
- the number of 16-19 year olds employed by the Council increased from 15 in 2021 to 39 in 2022.

An 8% increase in the number of Modern Apprentices securing employment with the Council was also achieved and this increase is anticipated to continue year on year.

03 PERFORMANCE SCORECARD

Classification : Official

MEASURES	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
The employment rate (%) of 16-24 year olds (Inverclyde compared to Scotland) Inverclyde Scotland	52.4% 52.2%	54% 54%	58.7% 57.9%	Reduce gap			
The percentage of unemployed people assisted into work from Council operated / funded employability programmes (Inverclyde compared to Scotland, LGBF) Inverclyde Scotland	12.9% 6%	35.3% 19.7%	Due Feb 2024	Meet or exceed Scottish average			
The percentage of young people participating in education, training or employment (Inverclyde compared to Scotland) Inverclyde Scotland	93.3% 92.2%	93.8% 92.4%	94% 94%	Meet or exceed Scottish average			
Number of adult learners achieving core skills qualifications (SCQF levels 2-4)	64	149	126	150			
Number of council funded business / property grant assists	14	16	10	16			
Number of employability clients who gain a partial / full vocational qualification	182	363	326	400			

Status On or above target

Below target, but within 5% tolerance

5% or more below target

Data only PI, no target set

Trend Improving performance / got better

Declining performance / got worse

Priority 4

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

Our aims

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

How are we delivering this?

The increasing cost of living added extra pressure to many Inverclyde residents and a £360,000 package of anti-poverty measures to support vulnerable families and households was implemented during the year. This included funding for the Inverclyde 'Warm Hand of Friendship' scheme and the doubling of the Scottish Government's child payment for around 640 eligible young people who benefitted from the enhanced school meals offer not covered by government funding.

An extra £50,000 was allocated to the Scottish Welfare Fund for community care and crisis grants and a further £30,000 for additional fuel poverty payments to support older people with their heating costs.

Initiatives to address period poverty were expanded in the year, with an increase in availability and more sustainable options, reducing stigma and ensuring period dignity for all. Almost 130 local venues now hold stocks of local supplies to make it as easy as possible for residents to access period products as and when they need them, along with pop-up shops within Inverclyde libraries.

Funding was also allocated to support a second Zero Waste Food Pantry to mitigate against food poverty and reduce food waste. The Pantry, which opened in summer 2022, helps to reduce food waste while providing members with high-quality produce at low prices. Due to the continued support from the Council and other partners, the Pantry has evolved and now helps members access additional support service dealing with issues such as welfare and benefits and mental health.

In conjunction with the Food Network, a new Community Food Growing Strategy was developed during the year. The aim of the Strategy is to build capacity and increase opportunities for communities in Inverclyde to grow their own food, which in turn will contribute towards a reduction in food poverty.

Helping with the cost of living

As part of the 2022/23 budget setting process, approval was given to provide £3.5million additional support to low-income households by way of a grant payment to help tackle the increased cost-of-living and ease the financial strain.

A one-off payment of £350 was made to all households in receipt of Council Tax Reduction (CTR) and most households exempt from paying Council Tax. The Council Tax exempt households were the same groups as those who qualified for the Scottish Government Cost of Living Award plus dwellings where all occupants were students.

An online form was created, and eligible householders were asked to apply, providing a copy of their bank statement for the payment to be made. Where details were held for other Covid related payments in the last year, a letter was sent advising the intention to credit the same bank account.

Awareness of the qualifying conditions for the Cost-of-Living Award prompted the uptake of new applications for CTR, resulting in retrospective entitlement to CTR and the £350 grant.

By October 2022, payments totalling £3.452m had been made with 8,456 grants paid into residents' bank accounts and 1,407 grants paid to Council Tax accounts. Both funds were delivered within existing resources, by a team seconded on a full time or part time basis from the Revenues and Benefits team.

Supporting families with childcare needs

In summer 2022, to support families in work and living on a low income, Inverclyde Council introduced a programme of Affordable Childcare, utilising Scottish Government funding of £131,000.

A three-tier model was developed to support families facing the greatest inequalities: a universal playscheme service for all children in 6 hubs across Inverclyde; an extended playscheme service that offered longer sessions allowing parents and carers on low income more flexibility to work, train or study, with priority given to low-income families or those in receipt of free school clothing grants. The third aspect was an enhanced playscheme for children with additional social and emotional needs or autistic spectrum disorder who would benefit from a less busy environment. This service also included transport if required and lunch.

The Summer Holiday Programme provided more than 9000 out of school childcare places from priority families over a four-week period; 6,476 free mainstream playscheme places were accessed by children across 6 localities through the Inverclyde Leisure Playschemes, 1,753 children accessed the new extended playscheme in three localities with the greatest inequalities. Wellington Children's Centre provided 13 additional places for children who might not cope with playschemes and Play4All increased capacity to provide 66 places for young people with more complex additional support needs.

Following the success of the programme, Inverclyde was one of 4 authorities selected to take part in a £1million Scottish Government childcare pilot for low income families, which will inform the Government's plans for future out-of-school provision.

04 PERFORMANCE SCORECARD

Classification : Official

MEASURE	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
The percentage of children in Inverclyde living in poverty after housing costs	18.2%	24.4%	Due June 2024	Decrease %			
The percentage of workless households in Inverclyde compared to Scotland Inverclyde Scotland	(2020) 22.1% 18.1%	(2021) 15% 18.6%	(2022) 18.4% 17.8%	Reduce gap			
The average tariff score of pupils living in SIMD quintile 1	777	849	Due Feb 2024	Increase			
The percentage of primary pupils (P1,P4 and P7 combined) achieving expected levels or better in literacy	68%	76%	75.7%	75%			
The percentage of primary pupils (P1,P4 and P7 combined) achieving expected levels or better in numeracy	74.5%	80%	83.1%	82%			
The percentage of S3 pupils achieving fourth level or better in literacy	Not measured	40%	52.3%	45%			
The percentage of S3 pupils achieving fourth level or better in numeracy	Not measured	49.2%	50.6%	45%			

Status On or above target
 Below target, but within 5% tolerance
 5% or more below target
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse

Priority 5

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

Our aims

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

How are we delivering this?

The most important role of the Council is to keep its residents safe and to meet the needs of the most vulnerable. With Covid-19 restrictions in place until the second financial quarter of 2022, many residents continued to feel the strain, the impact of which has been more challenging for some than others.

The 'I Promise' (Inverclyde's Promise) team, which was established in January 2022 to embed the national initiative, *The Promise*, into local service planning continued to grow in strength. The team engages with children, young people, families and workforce across Inverclyde with a very clear focus on identifying need and ensuring that this shapes service provision. During the year, more than 200 people were engaged in discussion about delivering services to young people, identifying what is working well and what needs to be improved.

Proposals for a new £10million learning disability hub, which will accommodate up to 50 adults were also progressed. The project, which was delayed due to Covid, is being funded by Inverclyde Council and the Integration Joint Board (IJB). The aim is to provide an enhanced sensory experience for those users with complex needs, including those with co-existing conditions such as autism, visual and perceptual impairments, physical and sensory disabilities, dementia and life-limiting conditions.

A new, holistic, Community Safety Strategy 2023/26 was developed with a focus on feeling safe and secure, whether at home, work or in public spaces. Additionally, a conscious decision was taken to develop a separate Violence against Women and Girls Strategy 2023/26 to keep the focus of both strategies distinct, to ensure that each retained its individual focus and that the critical issue of gender-based violence receives priority attention.

Tackling homelessness

Tackling homelessness in Inverclyde is linked to a need to address its underlying causes, exasperated by strains on local housing stock. The Inverclyde Rapid Rehousing Transition Plan focuses on the prevention of homelessness through full implementation of Housing Options; mainstreaming low level support for those who need it to sustain tenancies and delivery of a Housing First approach, which enables excluded service users to achieve housing sustainment.

Now in its fourth year, a number of achievements were delivered in 2022/23 including significant growth in the Housing First model, with 41 individuals currently being supported in a variety of ways.

Homeless applications decreased by 10% whilst the number of people presenting as homeless on leaving an institution reduced by 30%. Repeat homelessness decreased by more than a quarter whilst long-term homelessness decreased by more than one fifth.

Moreover, there was a 36% reduction in the use of unsuitable accommodation with no requirement to use hotel or B&B facilities over the past year. The implementation of a team of Rapid Rehousing Support Workers in November 2022 resulted in the number of individuals receiving Housing First from nine in October 2022 to 50 in March 2023, an increase of over 500%.

Plans to develop the service further are in place, one of which is to become more data driven to support short, medium and long term forecasting of service delivery.

Supporting the vulnerable

Initially driven by concern about the impact of winter costs facing vulnerable residents, Inverclyde Council launched a new initiative under the banner of the 'Warm Hand of Friendship', designed to ensure that resources, advice and support were available as winter set in.

£100,000 funding was earmarked to support communities and to encourage communities to work together to help each other during the winter months. This project was administered through Inverclyde CVS and with the support of a range of local community and voluntary organisations, a network was established to provide assistance to those worrying about money; staying warm through the provision of hundreds of 'warm boxes' and the creation of 'warm spaces' across Inverclyde where residents could spend some time in somewhere warm and meet new people, helping to reduce social isolation.

Some examples of what was delivered include:

- 17 Warm Hand of Friendship sessions attended by 170 participants utilising Inverclyde Leisure's warm space;
- 334 attendees at St. Patrick's Primary School Parent Council 'Broth and Blether' sessions;
- Parklea Branching Out held 110 sessions with 135 participants, including their existing service users and 95 people accessing their warm space.

The most notable outcome however is the social impact of the Warm Hand of Friendship activity, enabling local communities to socialise with those attending highlighting the value of the connections made and kindness shown.

MEASURE	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
The percentage of looked after children that are cared for in a community setting	83.8%	86.5%	Due May 2024	Increase %			
The percentage of children with 1 or more placement in the past year	15.3%	9.8%	Due May 2024	Decrease %			
The percentage of adults supported at home that agree that it has helped to maintain or improve their quality of life	(2020) 82.8%	(2022) 79.6%	Due May 2024	Increase %			
The percentage of carers that feel supported to continue in their caring role	(2020) 39%	(2022) 29%	Due May 2024	85%			
Percentage of looked after children with a permanence plan within 6 months of being accommodated	25%	18%	32%	60%			
Percentage of Child Protection review case conferences taking place within 110 days of registration	40%	24%	50%	80%			
Percentage of children issued with a new supervision requirement seen by a supervising officer within timescale	100%	100%	100%	95%			
Percentage of service users who had a criminal justice interview and induction / first meeting with a supervising officer took place within 5 working days	65.9%	51.6%	60.1%	85%			
Percentage of Criminal Justice work placements within 7 working days of imposition of court order	43.1%	39.4%	28.3%	85%			
Percentage of homelessness cases (Housing Options) that progressed to a full homelessness assessment	38.5%	46.9%	40.7%		-		
Average time (weeks) between presentation and completion of duty by the council for cases assessed as unintentionally homeless or unintentionally threatened by homelessness	27.6 weeks	21.9 weeks	24.9 weeks		-		
Exclusion rate (per 1,000 pupils)	Primary School Exclusion Rate Secondary School Exclusion Rate ASN Exclusion Rate	1.1 27.5 15.5	0.86 25.4 39.4	1.4 27.1 22.8		- 	

Status On or above target

Below target, but within 5% tolerance

5% or more below target

Data only PI, no target set

Trend Improving performance / got better

Declining performance / got worse

Priority

6

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

Our aims

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

How are we delivering this?

The overall health profile of the population of Inverclyde continues to be poorer than that of Scotland with life expectancy for both males and females falling below the national average. Moreover, gains in life expectancy achieved in previous years have now been lost, with Covid-19 accounting

for the majority of the drop in life expectancy in both Inverclyde and Scotland.

The need to reduce health inequalities is greater than ever and will require sustained, positive change across the broad range of issues that impact on an individual's health and wellbeing. Early intervention is essential in minimising the impact of economic and social disadvantage and delivering better outcomes. In 2023, the Inverclyde Alcohol and Drugs Partnership earmarked funding for a one-year project focusing on early intervention and prevention around alcohol and drugs in and around schools and their communities. The aim of the project is to delay the onset of consumption of alcohol and drugs, reduce substance use and harms related to substance use within young people and prevent the development of problematic use in adulthood. This is part of a wider preventative approach to help develop or maintain protective factors and increase resilience.

Inverclyde also became the first council area in Scotland to join up with a national charity to introduce lifesaving equipment for first responders. The 'control the bleed kits' were purchased via The Daniel Baird Foundation and deliver early intervention for controlling mass or catastrophic bleeds. The kits are carried by the Community Wardens Service, but are also available for emergency services to access if required while they are also out on duty.

Supporting good mental health

Good mental health is crucial to general wellness and as such, investment in services continued to be a priority. In 2022/23 the Inverclyde Communities Mental Health and Wellbeing fund distributed £215,431 to community organisations and third sector services in Inverclyde. The money has been used to fund projects that support mental health and wellbeing and help tackle the impact of social isolation, loneliness and the mental health inequalities made worse by the pandemic.

Concerns around the mental health of children and young people are growing both nationally and locally. The Action for Children Inverclyde Wellbeing Service was commissioned by Inverclyde HSCP and Inverclyde Council to create a wellbeing service for children and young people aged 5 to 18. Staff provide a range of services which, amongst other things, are designed to increase understanding of emotional health needs; establish a platform for children and young people to support themselves and maintain good emotional health and wellbeing; build positive emotional health and resilience in coping skills and reduce referrals.

During academic year 2022/23, 216 young people from P6 to S6 accessed school counselling support for reasons such as anxiety; emotional /behavioural issues and low mood.

Throughout the last year the overall picture on improving children and young people's engagement with services is positive; there has been an increase in people accessing both counselling and support and wellbeing services.

Encouraging active lifestyles

Active travel refers to modes of travel that involve a level of activity and supports good physical and mental health as well as delivering environmental benefits.

A new project, focusing on a section of coastal path has delivered walking, wheeling and cycling improvements for those travelling from the Beacon Arts Centre to Cartsburn.

The project, which was managed by Inverclyde Council with Scottish Government funding administered by Sustrans Scotland, has delivered two segregated, two-metre-wide paths, improving connectivity by linking the west and east sides of Inverclyde and joining up with the National Cycle Network Route 75.

The new route is designed to encourage alternative forms of travel for the benefit of the environment and the health of residents and visitors, making it easier to choose healthier and more sustainable choices for everyday journeys, in a safe, traffic free environment.

The project is part of the Council's wider Active Travel strategy that seeks to capitalise on opportunities to develop a more coherent active travel network for active travel in Inverclyde, including the longer term plan to upgrade the active travel route between Wemyss Bay and Port Glasgow.

MEASURE	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5 year trend
Reduce the gap in life expectancy for Inverclyde males and females to be closer to the Scottish average	(2018/20)	(2019/21)	(2020/22)	Reduce gap		 	
Females	2.4 yrs	1.9 yrs	2 yrs				
Males	2.5 yrs	2.5 yrs	1.9 yrs				
Alcohol specific deaths in Inverclyde (rate per 100,000 population, 5 year rolling average)	(2016/20)	(2017/21)	(2018/22)	Reduce rate / gap			
Inverclyde	31.6	31.7	32.8				
Scotland	20.5	20.8	21.2				
Drug related hospital admissions (rate per 100,000 population, 3 year aggregate) Inverclyde	(2017/20)	(2018/21)	(2019/22)	Reduce rate / gap			
Scotland	282.6 221.0	276.2 233.0	275.4 228.3				
Number of clients with a self-directed support package					-	 	
One option	2702	3103	2995				
Combination of options	37	64	12				
Number of adults aged 65+ in long term care	485	526	510		-		
Delayed discharge from hospital: bed days occupied by delayed discharge (patients aged 75+ per 1,000 population)	151	291	460		-		
Percentage of clients waiting no longer than 3 weeks from referral to receive an appropriate drug or alcohol treatment that supports their recovery	97.1%	82%	96%	90%			
The percentage of high priority public health complaints attended by the next day	46.5%	53.6%	56.5%	95%			

Status On or above target
 Below target, but within 5% tolerance
 5% or more below target
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse

Priority 7

To protect and enhance our natural and built environment

Our aims

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

How are we delivering this?

Tackling climate change is a global priority and Inverclyde Council has an obligation to reduce its own carbon footprint and to lead the way in encouraging communities, businesses and other organisations to do the same. To support the delivery of the Inverclyde Council Net Zero Strategy,

a Net Zero Action Plan 2022/27 was developed and implemented. The five-year Plan contains a range of actions aimed at achieving the Net Zero Strategy ambitions, with annual reports published on the Council's website. The Council's greenhouse gas emissions have reduced from 19,104 tonnes in 2012/13 to 11,705 tonnes in 2021/22, a reduction of 39%.

Investment in public spaces continued to be a priority, including the delivery of a new outdoor gym and play park extension in Coronation Park, Port Glasgow. The park is one of five facilities being upgraded as part of a suite of area wide improvements. The physical regeneration of our town centres and surrounding areas was boosted by £584,000 Place Based Funding, which has been earmarked for improvements in Greenock, Gourock and Port Glasgow town centres as well as Kilmacolm Village Centre and coastal footpath improvements.

Sustainability continued to be embedded into the school curriculum during the year, covering global citizenship, climate education, rights education and outdoor learning with some schools having gardens, allotments and beehives. A number of national awards have been won demonstrating the good practice in place. In addition, all Inverclyde schools, nurseries and Early Learning Centres are registered with the Eco Schools programme, with some having already attained green flag status.

Restoring the natural environment

Protecting and restoring the natural environment is a crucial element of tackling the climate emergency. The Council was awarded £248,000 from the Nature Restoration Fund to deliver three projects with the potential to deliver significant environmental improvements and reduce carbon emissions:

- **Peatland restoration project:** Inverclyde Council has two land holdings in Clyde Muirshiel Regional Park, both with large areas of peatland. Healthy peatland has the ability to lock up and store huge amounts of carbon for long periods of time, however around 80% of Scotland's peat is degraded and is emitting carbon rather than storing it. A Peatland Restoration Feasibility Study in Inverclyde identified significant areas that would benefit from restoration work, thereby contributing to Net Zero ambitions.
- **Tree growing and reforestation:** The Net Zero Action Plan contains a target to increase the tree canopy in Inverclyde from 17% to 20%. The community have been involved in this work, including schools growing from seed. By April 2023 over 300 new trees had been planted locally to replace those lost to disease, with the project having the potential to deliver 20,000 new or replacement trees over the next few years.
- **Increased biodiversity and naturalised planting:** the third project is the expansion of biodiversity and naturalised planting in low amenity/low use areas. A number of small trial planting schemes were introduced resulting in a significant increase in pollinator insects adding to the increase in biodiversity.

Land recycling

Having identified a need for outside space during the pandemic, Inverclyde Southwest library developed an idea to form a reading garden, utilising a piece of unused, derelict land directly outside the library building. This built on the idea of introducing biodiversity to the area, which had previously been identified as part of the Climate Beacon activities delivered by Inverclyde Libraries, in partnership with socially engaged Arts Charity RIG arts and other partners.

Named 'The Drying Green', it is one of twelve 'Unexpected Gardens', that were created across Scotland in 2022 as part as part of nationwide growing project 'Dandelion', which aims to bring people together to 'sow, grow and share'. RIG Arts transformed the disused, outside library space, into a shared space for nurturing plants and stories, with local groups and neighbours of the site encouraged to shape the plans on what the site should look like.

As well as accommodating a transformed Reading Garden for community and library users alike, 'The Drying Green' played host to a range of community focused activities bringing together heritage, arts and food and culminating in a Harvest Festival in Autumn 2022.

Events resumed in 2023, including 'Sow and Grow' Family Cooking Workshops, providing a community space where people grow their own produce and swap ideas, hosting special events and community activities that are open to everyone.

07 PERFORMANCE 2022/23

Classification : Official

MEASURE	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
Total CO ₂ emissions within the scope of influence of the Council (per capita emissions tonnes)*	(2020) 3.8t	(2021) 4t	Due June 2024	Decrease			
The percentage of residents that are satisfied with parks and open spaces	(2017/20) 87.7%	(2018/21) 86%	(2019/22) 87%	Maintain %			
The percentage of Inverclyde's overall roads network that requires maintenance treatment	(2019/21) 35.3%	(2020/22) 32.7%	(2021/23) 31.2%	Decrease %			
Street Cleanliness Score	89.9%	85.1%	83.9%	Increase %			
The percentage of household waste that is recycled	37.1%	48.5%	Due Feb 2024	50%			
The percentage of category 1 potholes made safe within 24 hours of notification	100%	100%	91.7%	90%			
The percentage of building warrants assessed within 20 working days of registration	93.7%	92.2%	92.9%	95%			
The percentage of completion certificate responded to within 10 working days of registration	78.4%	68.1%	94.8%	85%			

Status On or above target
 Below target, but within 5% tolerance
 5% or more below target
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse

Priority 8

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

Our aims

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

How are we delivering this?

The Inverclyde Culture Collective continued to grow in strength during the year, helping to shape cultural life locally and support positive wellbeing.

The Collective, which was originally established in March 2021 for an 18-month period, is one of 26 projects across Scotland delivering a range of community rooted arts activity. The Council was successful in its bid for additional funding of £198,000 in 2022 which enabled the extension of the Inverclyde project until September 2023. Amongst other things, this funding supported the continuation of a Creative Producer and Activities Co-ordinator; development bursaries for local artists; Galoshans Festival 2022 and a residency celebrating black history and culture at the Watt institution.

In total, over 40 artists and creative practitioners have been supported as well as delivering initiatives that use art to improve health and wellbeing tailored to the needs of Inverclyde, including a focus on adult mental health; young people; community regeneration; environmental work and importantly, engagement with under-represented audiences with low arts engagement and barriers to access. A national evaluation of the Culture Collective programme, which included the Inverclyde project, found that the Programme is performing significantly across the aims of the national Culture Strategy.

Opportunities to secure external funding to build capacity and enhance Inverclyde's heritage networks were also pursued during the year with work beginning on a proposal to the National Lottery Heritage Fund. This work will continue during 2023/24, with the final application due to be progressed before the end of 2023.

Understanding our local heritage

Inverclyde Council's Reparatory Plan, which seeks to address the role that the transatlantic slave trade has played in Inverclyde's maritime, industrial and cultural heritage, acknowledges the need to use the past to reflect, educate and promote change for the better. As such, anti-racist education was, and continues to be, a priority.

A dedicated Inclusive Curriculum sub-group was established to review the school curriculum, including black history and culture, with a specific focus on how Inverclyde schools can better educate young people about the area's historic links to the slave trade. The views of practitioners and young people were central to this work. The group also explored how quality learning and teaching resources could be developed to take forward this work. Following a trial and evaluation of the new resources, plans are in place to roll it out in session 2023/24.

An Inclusive Curriculum Conference, to support leaders with approaches to anti-racist education in our establishments, took place in September 2022 whilst Inverclyde schools continue to be supported to participate in the Education Scotland's Building Racial Literacy Programme.

Several schools are leading the way in innovative practice, receiving recognition at a national level e.g. an Inverclyde primary school teacher was named joint winner of the prestigious GTCS Saroj Lal Award for Pioneering Spirit in Equality and Diversity. A film is also being created for the Scottish Government to support work at a national level in this area.

Developing community arts

Following a successful bid to the National Lottery Heritage Fund, a new, three-year project called 'Watt Voices' got underway in Inverclyde with the launch of a *Creativity Space*, a vibrant community arts hub formed from unused office space within the Watt Institution.

This multi-purpose space, which opened in late 2022, is being used to deliver a range of creative activities, with a particular emphasis on digital creativity. It is the first element to be delivered in a wider project aimed at developing inclusive engagement and outreach heritage activities in Inverclyde, utilising the Watt Institution as a key asset. The other strands of the Project include:

- ◆ The reinterpretation of the Watt Institution collections; rethinking the collections in relation to their origins and addressing historic omissions through the decolonisation of the collections.
- ◆ Work with various partners to take a collaborative and co-design approach in developing project activities.
- ◆ Development of long-term and meaningful engagement with groups who have previously been under-represented at the Watt Institution and to reach local communities who do not currently access the museum and its collections.

Importantly, by opening up the space for community use, where group activities can be hosted in a warm, welcoming environment, new audiences are being reached.

MEASURE	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
The percentage of adults that are satisfied with libraries (LGBF)	(2017/20) 75%	(2018/21) 76.5%	(2019/22) 74.3%	Maintain %			
The percentage of adults that are satisfied with museums (LGBF)	(2017/20) 55%	(2018/21) 59.6%	(2019/22) 59.7%	Increase %			
The percentage of adults that attended cultural events / places of culture in last 12 months (Scottish Household Survey)	Not available	(2021)* 39%	Due June 2024	Increase %	-	Not available	Not available
The percentage of adults living in the 20% most deprived that attended cultural events / places of culture in the last 12 months (Scottish Household Survey)	Not available	(2021)* 37%	Due June 2024	Increase %	-	Not available	Not available
The percentage of adults that participated in any cultural activity (Scottish Household Survey)	Not available	(2021)* 76%	Due June 2024	Increase %	-	Not available	Not available
The percentage of adults living in the 20% most deprived that participated in any cultural activity (Scottish Household Survey)	Not available	(2021)* 67%	Due June 2024	Increase %	-	Not available	Not available
Total number of visits to / usages of the Museum (virtual and in person)	48,146	84,854	95,218	50,000			
Total number of visits to libraries (virtual and in person)	529,804	540,418	503,432	510,000			

Note on Scottish Household Survey data – 2021 data for local authorities was published on 20th June 2023. Due to the coronavirus pandemic, all face-to-face interviewing for the Scottish Household Survey was suspended and replaced with telephone/ video interviewing for both the 2020 survey and the 2021 survey. 2020 results were not published at an individual local authority level. 2021 data is therefore not comparable to previous SHS results.

Status On or above target
 Below target, but within 5% tolerance
 5% or more below target
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse

Our aims

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

How are we delivering this?

Inverclyde Council's commitment to delivering high quality, innovative services received national recognition, with the Council being one of six UK authorities to make it to the finals of the Local Government Chronicle (LGC) Council of the Year. The Award recognises the delivery of strong outcomes, the quality of leadership and that the Council is doing its best for its area, in response to the specific challenges in all areas of its work.

As we entered recovery after the pandemic, it was recognised that it was an appropriate time to re-evaluate our strategic priorities to ensure that a focus on recovery; cost of living and climate change, is reflected across our work. Community consultation was integral to the process with a public consultation running over eight weeks involving 2,801 residents. The new Council Plan 2023/28 sets out the organisational vision, 'Success for All - Getting it Right for Every Child, Citizen and Community' and the ways in which the Council hopes to deliver better outcomes for residents. The Council Plan supports the delivery of the Inverclyde Alliance Partnership Plan 2023/33, ensuring that partners work together to promote success for all and address local inequalities.

As part of the 2023 budget, a further £1million was allocated to digital modernisation to build resilience; deliver new ways of working and 'futureproof' the organisation. An overall fund of £1.25million, which is managed by the Digital Modernisation Project Board, will deliver a range of projects that will deliver improvements in service delivery for the benefit of citizens and other service users.

The Council also became a member of the Co-operative Councils National Innovation Network, which is a new local government network that provides the opportunity to work collaboratively with communities and partners to deliver new and innovative ways of working.

Delivering new ways of working

The pandemic necessitated a shift in the ways in which Councils operate, leading to a review taking place of how different ways of working could continue to deliver our priorities for communities, whilst at the same time meeting the changing needs of employees and residents.

More flexible and agile working cultures and practices can also provide a new way of managing funding gaps in increasingly complex and uncertain times, by exploring all options to mitigate the needs for service reductions.

The New Ways of Working Project, which evolved from the earlier Delivering Differently programme, was established with a dedicated Change Team for an initial 18-month period to progress the shared goal of increasing electronic document management, reducing the size of the Council's office estate and providing greater flexibility to some employees regarding the mix of office and home working, which provided the opportunity to progress a review of the Greenock Campus offices and the associated use of technology.

Phase 1 of the project got underway in 2022/23, focusing on the use of office space within the Greenock Campus, linked to the implementation of new ways of working, such as hybrid working and a greater use of ICT.

The New Ways of Working project continues to evolve, to reflect new developments, including the Levelling Up Fund, with the aim of delivering further savings and efficiencies.

Pioneering services

In early 2022, the Scottish Library and Information Council's (SLIC) pioneering 'Lend and Mend Hubs' proposal was announced as one of just four UK projects selected to receive funding from the John Lewis Partnership's Circular Future Fund. Inverclyde Libraries was involved in the SLIC bid and along with libraries in Midlothian, Aberdeen, Perth and South Ayrshire, was selected to make up a 'network' of sustainable, circular hubs across Scotland to help the local community to repair, reuse, rent and upcycle everyday items, with free access for everyone to keep items in use for longer, rather than them being thrown away.

SouthWest Library, Greenock was chosen as the location for this new initiative. The project follows a co-design approach, with local knowledge and expertise being brought to ensure that the hub is tailored to community need. Amongst the many benefits that this project will deliver include helping with the cost-of-living crisis and tackling the climate emergency by cutting down on waste and providing access to resources that might not otherwise be available, support responsible consumption and learning, locally and free.

Each library hub will also introduce an education programme to support new skills development, helping to reduce inequality through equitable access to resources. It is hoped that this pilot will help develop a long term model for libraries to be a hub of circular economy activities.

The first of its kind Lend and Mend Hub is due to open in summer 2023.

MEASURE	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
The percentage of Citizens' Panel respondents that agree that the Council is responsive to customer needs	(2021) 26%	Biennial PI	(2023) 23%	Increase %			
The percentage of Citizens' Panel respondents that are satisfied with Council services	(2021) 58%	Biennial PI	(2023) 48%	Increase %			
The percentage of the Council's accommodation that is suitable for its current use	92.4%	92.4%	94.1%	92.5%			
Percentage of transactions dealt with through the Council's Customer Service Centre portal that are digital	65%	66%	71%	Increase %			
The gross cost of benefits administration per case	£36.62	£36.01	£35.33	£45.00			
The percentage of benefits processing that was accurate	*Not measured	100%	100%	99%			
The percentage of pest control service requests attended within 5 working days	99.6%	98.8%	98.5%	95%			
The percentage of consumer complaints completed within 14 days	92%	91.7%	90%	95%			

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

Status On or above target
 Below target, but within 5% tolerance
 5% or more below target
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse

Priority 10

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

Our aims

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

How are we delivering this?

The Council's workforce has shown an exceptional ability to meet the demands placed on it, adapting to new ways of working to continue to meet the needs of residents, as well as providing support to colleagues. Following a shift to home working during the pandemic, a 12-month hybrid working pilot was implemented which allowed employees to undertake some of their work at their contractual place of employment and some

remotely, normally at home, dependant on responsibilities. An evaluation of the pilot found it to be a success, with the result that it will be integrated within the Council's wider Flexible Working Policy going forward. A refreshed Leadership Programme has been put in place to support managers with the skills needed to manage a hybrid workforce and address any employee issues, such as social isolation.

Like all Scottish Councils, difficulties in the recruitment and retention of skilled employees placed an additional pressure on workforce resources. To address this, a range of new, forward-thinking approaches were put in place, including expansion of the Modern Apprenticeship Programme; employability skills training; flexible retirement options and the development of employee benefits. Inverclyde was also one of the first Scottish Councils to agree a financial support offer for up to 10 Masters students to complete their studies in return for them taking up a three-year post as a newly qualified social worker. A review of succession planning has also been carried out and a number of new initiatives will be rolled out in 2023/24, including opportunities for mentoring/ coaching; secondments and customised training.

Inverclyde Council also implemented an early increase in the Living Wage, to help with the cost-of-living crisis. As an accredited Living Wage employer, Inverclyde Council was due to implement the new rate by May 2023, but took the decision to increase the living wage six months earlier to help employees to cope during these challenging times.

Supporting continuous improvement in the workplace

The feedback from the Employee Survey, carried out in 2022, provided a wealth of information on the feelings and opinions of the Council's employees. The survey response rate, 42%, was 10% higher than the previous survey in 2018 and the highest response rate ever achieved for the Employee Survey. The feedback helped to identify both strengths and areas for improvement across the organisation and provided the Council's leadership team with a robust 'evidence' base to carry out a self-evaluation to support continuous improvement, on the theme of workforce.

More than 30 members of the senior management team, from across all Council Services, participated in the assessment which used the Best Value Statutory Guidance and the national Public Sector Improvement Framework (PSIF) as the framework. The output was a Workforce Improvement Plan containing a range of actions aimed at delivering improved outcomes in key areas including, employee engagement; workplace efficiency and employee understanding and awareness of the Council's vision and priorities.

All the feedback received will inform the new People and Organisational Development Strategy 2024/26 as well as the direction of the Workforce Planning and Development Group and Service Workforce Plans, which are the mechanism for defining current and future workforce requirements across the Council.

Supporting employee wellbeing

As an employer, the provision of care and support to support positive employee wellbeing is paramount. During the year, the Council worked towards the achievement of 'Equally Safe at Work' accreditation, which is designed to enable employers to better support employees who have experienced gender-based violence, and the creation of an inclusive workplace culture that prevents violence against women. In working towards accreditation, a range of activities, policies and practices have been progressed to meet the six standards aligned with women's workplace equality. The outcome of the Council's application will be known later in 2023.

The Council also committed to the the Miscarriage Association's Pregnancy Loss Pledge. Employers who make the pledge commit to a higher pregnancy loss standard to ensure that employees going through what is a very difficult, or traumatic time, get the support and time off they need.

Additionally, a dedicated Inverclyde Bereavement Charter Working Group was established to support the development of a Bereavement Charter for Inverclyde and attain the national Charter Mark, in line with the National Bereavement Charter for Scotland. This work will continue in 2023/24 and if successful, Inverclyde Council will be the first Council in Scotland to achieve the Charter, demonstrating the Council's strength of commitment to supporting bereaved employees.

Indicator	2020/21	2021/22	2022/23	Target 2022/23	Status	Annual change	5-year trend
The percentage of employees that are satisfied in their job (Employee Survey)*	2018/19 82%	No survey	2022/23 81%	75%			
The percentage of employees that understand how their work contributes to the Council's aims (Employee Survey) *	2018/19 93%	*No survey	2022/23 88%	75%			
The percentage of employees that agree they feel motivated to do the best job that they can (Employee Survey) *	2018/19 78%	*No survey	2022/23 78%	75%			
The percentage of employees that agree that Inverclyde Council is a caring and supportive employer (Employee Survey)*	2018/19 74%	*No survey	2022/23 72%	75%			
The gender pay gap	7.4%	6.6%	4.4%	Reduce %			
The percentage of the highest paid 5% of employees who are women	62%	60%	60%	Maintain %			
The overall sickness absence rate	7 days	8.3 days	10.4 days	9 days			
The number of abandoned calls made to the Customer Service Centre							
(i) revenues and benefits	6%	13%	20%	26%			
(ii) other council services	3%	6%	7%	10%			
The percentage of employee appraisals completed in the year and individual development plans agreed	92%**		94%	90%			

* Employee Survey long term trend is based on survey results from the previous 3 surveys.

**extended over 18 months due to Covid.

Status On or above target
 Below target, but within 5% tolerance
 5% or more below target
 Data only PI, no target set

Trend Improving performance / got better
 Declining performance / got worse



AWARDS 2022/23



INVERCLYDE Council was selected as a finalist in the Council of the Year category for the LGC Awards 2023. The Award recognise excellence in local government throughout the UK. Inverclyde Council was the only Scottish Council to reach the finals.

Scottish First Aid Awards, 2023

Inverclyde Libraries was selected as a finalist in the Scottish First Aid Awards 2023 in the Community First Aid Champion category, in recognition of the community sessions and signposting the service does within its branches, as part of the service's Health and Wellbeing offer.

Scottish Library and Information Council (SLIC) Awards 2022

Inverclyde Libraries Services was awarded the SLIC Project of the Year Award 2022 for its focus on sustainability linked to the COP26 Summit held in Glasgow in 2021. The project was described as “inspirational” in the way in which it grew the sense of community.

Food for Life Served Here Award 2022

The *Food for Life Served Here* Bronze Award was maintained for the fourth time, ensuring that pupils in 20 primary schools continue to enjoy fresh, local and sustainable school meals. The Award recognises local authorities in Scotland that serve school meals that are freshly prepared, using free-range eggs and high-welfare meat and free from genetically modified ingredients and undesirable additives.



Education Awards

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

General Teaching Council Scotland Awards - Excellence in Professional Learning Award

The Inverclyde Education Professional Learning Community received an Excellence in Professional Learning Award for Schools and Learning Communities by the General Teaching Council for Scotland (GTC Scotland). The Award celebrates and recognises schools and learning communities that support and lead professional learning which has a significant and sustained impact on teachers, classroom practice and the learning of children and young people.



AWARDS 2022/23



Standard for Career Long Professional Learning: Saroj Lal Award for a Pioneering Spirit in Equality and Diversity

Catherine D'Souza, who works at Newark Primary in Port Glasgow, was named the joint winner of this year's General Teaching Council for Scotland (GTC Scotland) Saroj Lal Award for a Pioneering Spirit in Equality and Diversity. The Award celebrates the work of teachers who actively challenge discrimination, demonstrating a pioneering spirit and determination, in a bid to promote and facilitate a culture and ethos of equality and diversity.



Inverclyde was represented in three categories at the Scottish Education Awards 2023.

Hillend Children's Centre was shortlisted as a finalist in the Making a Difference Award at the Scottish Education Awards. The Centre was recognised for its collaborative working with children, families and partners to deliver a child-centred experience where everyone supports young people to reach their potential.

Within the Lifetime Achievement category, an Inverclyde Primary Head Teacher, Catriona Miller was shortlisted as a finalist, recognising 30 years' service in Inverclyde schools whilst Jaclyn Kinninmont, who works within the Community Learning and Development service, was a finalist for the Community Learning and Development Award, in recognition of her work in schools and in the wider community with young people for whom English is not their first language.

School of Sanctuary Award

Whinhill Primary School became only the second school in Scotland to achieve the School of Sanctuary Award. A School of Sanctuary is a school that is committed to being a safe and welcoming place for those seeking sanctuary. Working towards the Award supports pupils in gaining a better understanding of issues of identity, diversity, equality and community.

UNICEF Rights Respecting School Award

Aileymill Primary School and St. Ninian's Primary School successfully achieved the UNICEF Rights Respecting Gold Award whilst St. Columba's High School achieved the Silver Award. The Rights Respecting Schools Award puts children's rights at the heart of school life. The Award embeds these values in daily school life and gives children the best chance to lead happy, healthy lives and to be responsible, active citizens.

Scottish Book Trust

St Ninian's Primary School was awarded Gold by the Scottish Book Trust for an outstanding commitment to reading and literacy. This acknowledgment highlights the school's exceptional efforts in cultivating a reading culture among its students.

Local Government Benchmarking Framework 2022/23

The Local Government Benchmarking Framework (LGBF) brings together a wide range of information about how all Scottish Councils perform in delivering services to local communities. Data is published by the Improvement Service with data provided for all 32 Scottish Councils.

A new approach to reporting the LGBF was introduced by the Improvement Service in spring 2023, with a move to an interactive dashboard which provides access to data and analysis at an indicator level, service level, family group and Council level. One significant advantage of the dashboard is that new data is now added throughout the year, providing benchmarking information in a timelier manner.

The available data for 2022/23 is provided below, along with Family Group and Scotland performance information to allow you to benchmark Inverclyde's performance. The colours for each indicator represent the quartile it falls into - an indicator with a ranking of 1-16 is shown as green, rankings from 17-24 are shown as yellow and those indicators ranked 25-32 are shown as red.

The national LGBF dashboard can be found by clicking on this link: [Explore the data | Benchmarking \(improvementservice.org.uk\)](https://improvementservice.org.uk/Benchmarking)

Rank 1-16 (Q1 & Q2)

Rank 17-24 (Q3)

Rank 25 – 32 (Q4)

		Performance			Scotland	Family Group	Rank		
		2020/21	2021/22	2022/23			2020/21	2021/22	2022/23
CHILDREN'S SERVICES									
Ref	Title								
CHN10	Percentage of adults satisfied with Schools	(2017/20) 78.0%	(2018/21) 78.7%	(2019/22) 76.7%	(2019/22) 75%	(2019/22) 74.7%	(2017/20) 7	(2018/21) 11	(2019/22) 16
CHN21	% of Participation Rate 16–19-year-olds	93.3%	93.8%	94.0%	94.3%	93.6%	12	8	22
CHN24	% of Children Living in Poverty	18.2%	24.4%	dna	(2021/22) 22.6%	(2021/22) 26.7%	8	21	dna
CORPORATE SERVICES									
CORP06a	Sickness absence days (teacher)	3.5	4.4	6.8	6.8	6.3	8	3	16
CORP06a	Sickness absence days (non-teacher)	8.0	8.8	11.3	13.2	13.9	5	2	6

Local Government Benchmarking Framework 2022/23

		Performance			Scotland	Family Group	Rank		
		2020/21	2021/22	2022/23			2020/21	2021/22	2022/23
CORP03b	% of highest paid 5% of employees who are women	62.4%	60%	60%	58.9%	59.6%	3	11	14
CORP03c	Gender pay gap	7.4%	6.6%	4.4%	2.5%	2.0%	30	29	23
CORP04	Cost per dwelling of collecting Council Tax	£9.43	£8.94	£11.62	£6.84	£8.47	26	27	29
CORP07	% of Income due from Council Tax Received by end of the year	94.4%	95.7%	95.9%	96.2%	95.2%	22	20	21
CORP08	% Invoices Sampled that were paid within 30 days	95.5%	94.2%	95.1%	90.6%	90.3%	7	10	4
CORP 09	Proportion of SWF crisis grant decisions within 1 day	100%	99.8%	100%	91.8%	94.6%	1	2	1
CORP 10	Proportion of SWF Community Care Grant decisions within 15 days	100%	99.5%	99.5%	87.3%	88%	1	4	3
CORP 11	Proportion of SWF budget spent	85.7%	112.9%	108.6%	130%	106%	13	13	21
CORP 12	Proportion of DHP funding spent	96.3%	89.2%	97.6%	94.4%	95%	14	16	10
CORPORATE ASSET									
CORP ASSET1	% of operational buildings suitable for current use	92.4%	92.4%	94.1%	86.1%	89.2%	7	7	7
CORP ASSET2	% of operational buildings in satisfactory condition	87.8%	92.6%	93.3%	89.7%	91.8%	21	14	10
ADULT SOCIAL WORK									
SW03a	% of people aged 65 or over with long-term care needs receiving personal care at home	66.1%	67.3%	65.0%	61.5%	64.4%	11	8	8
SW06	Rate of Readmission to hospital within 28 days per 1,000 discharges	96.7	90.6	78.4	101.7	104.1	5	8	5

Local Government Benchmarking Framework 2022/23

		Performance			Scotland	Family Group	Rank		
		2020/21	2021/22	2022/23			2020/21	2021/22	2022/23
SW07	% of adult care services graded good or better	87%	85.1%	80%	75%	78.6%	13	6	11
SW08	Number of days people spend in hospital when they are ready to be discharged per 1,000 population	151	291	460	919	946	5	7	7
TACKLING CLIMATE CHANGE									
CLIM01	CO2 Emissions per Capita	3.67t	3.95t	dna	(2021/22) 5.1t	(2021/22) 5.5t	9	7	dna
CLIM02	CO2 Emissions per Capita (within scope of LA)	3.76t	4.04t	dna	(2021/22) 4.57t	(2021/22) 4.36t	11	11	dna

Ref	Title	Performance			Scotland	Family Group	Rank		
		2020/21	2021/22	2022/23			2020/21	2021/22	2022/23
ENVIRONMENTAL SERVICES									
ENV3C	Street Cleanliness Score	89.9%	85.1%	83.9%	90.6%	86.4%	22	29	31
ENV04b	% A Class Roads which should be considered for treatment	(2019/21) 20.8%	(2020/22) 16.7%	(2021/23) 16.0%	(2021/23) 27.4%	(2021/23) 22.4%	(2019/21) 7	(2020/22) 2	(2021/23) 4
ENV04c	% B Class Roads which should be considered for treatment	(2019/21) 34.7%	(2020/22) 30.4%	(2021/23) 26.9%	(2021/23) 31.5%	(2021/23) 26.8%	(2019/21) 21	(2020/22) 20	(2021/23) 14
ENV04d	% C Class Roads which should be considered for treatment	(2019/21) 38.9%	(2020/22) 36.4%	(2021/23) 36.7%	(2021/23) 32.7%	(2021/23) 32.0%	(2019/21) 25	(2020/22) 24	(2021/23) 24
ENV04e	% U Class Roads which should be considered for treatment	(2017/21) 35.9%	(2018/22) 33.5%	(2019/23) 31.7%	(2019/23) 36.4%	(2019/23) 34.9%	(2017/21) 17	(2018/22) 14	(2019/23) 12
ENV07a	Satisfaction with Refuse Collection	(2017/20) 86.1%	(2018/21) 88.4%	(2019/22) 92.3%	(2019/22) 76%	(2019/22) 79.8%	(2017/20) 4	(2018/21) 3	(2019/22) 1

Local Government Benchmarking Framework 2022/23

Ref	Title	Performance			Scotland	Family Group	Rank		
		2020/21	2021/22	2022/23			2020/21	2021/22	2022/23
ENV07b	Satisfaction with Street Cleaning	(2017/20) 67.6%	(2018/21) 66.9%	(2019/22) 67.0%	(2019/22) 58.7%	(2019/22) 57.4%	(2017/20) 11	(2018/21) 11	(2019/22) 9
CULTURE AND LEISURE									
C&L05a	Percentage of adults satisfied with Libraries	(2017/20) 75.2%	(2018/21) 76.5%	(2019/22) 74.3%	(2019/22) 74%	(2019/22) 68.8%	(2017/20) 14	(2018/21) 15	(2019/22) 17
C&L05b	Percentage of adults satisfied with Parks and Open Spaces	(2017/20) 87.7%	(2018/21) 86.0%	(2019/22) 87.0%	(2019/22) 87.3%	(2019/22) 87.5%	(2017/20) 9	(2018/21) 17	(2019/22) 19
C&L05c	Percentage of adults satisfied with Museums and Galleries	(2017/20) 54.9%	(2018/21) 59.6%	(2019/22) 59.7%	(2019/22) 73%	(2019/22) 61.1%	(2017/20) 25	(2018/21) 22	(2019/22) 25
C&L05d	Percentage of adults satisfied with Leisure Facilities	(2017/20) 80.0%	(2018/21) 78.7%	(2019/22) 77.0%	(2019/22) 72.3%	(2019/22) 69.0%	(2017/20) 3	(2018/21) 4	(2019/22) 7
ECONOMIC DEVELOPMENT									
ECON3	Time per business & industry planning application (weeks)	11	13.6	13.8	12	13.9	19	23	22
ECON5	Number of business gateway start ups	26.9	29.5	25.4	14.3	16.7	4	3	4
ECON8	Proportion of properties receiving Superfast Broadband	96.8%	97.1%	97.4%	95.5%	96.9%	9	11	17
ECON 12a	Claimant count as % of working age population	6.4%	5.3%	3.9%	3.2%	4%	22	26	27
ECON 12b	Claimant count as % of 16-24 year old population	8.2%	6.4%	4.8%	3.5%	4.5%	23	28	29

Contact us

For further information please contact:



e-mail:

Corporate.policy@inverclyde.gov.uk



write to:

Corporate Policy Team
Education, Communities and
Organisational Development
Inverclyde Council
Municipal Buildings
Greenock
Inverclyde PA15 1 LY



telephone:

01475 717171

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