Inverclyde
council

Report To:	**Policy and Resources Committee**	**Date:**	**2 February 2016**
Report By:	**Wilma Bain, Corporate Director, Education, Communities and Organisational Development**	**Report No:**	**PR/02/16/WB/AE**
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Subject:	**Corporate Performance Report**		

1.0 PURPOSE

1.1 The purpose of this report is to update the Committee on the achievement of key objectives by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

2.0 SUMMARY

2.1 This Corporate Performance Report is based on the implementation of the two refreshed Corporate Directorate Improvement Plans (CDIPs). Details are provided in the Appendices.

Appendix 1
Appendix 2

2.2 The current status of the 108 CDIPs' improvement actions from the refreshed improvement plans is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
	14	0	9	79

There are 6 actions which currently have no status recorded against them. A number of these are new actions which have yet to start implementation.

3.0 RECOMMENDATIONS

It is recommended that the Committee:

    a. notes the performance information outlined in this report; and

    b. agrees to consider the next corporate performance report at the meeting of the Committee in May.

Wilma Bain
Corporate Director, Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key objectives.

4.2 Progress regarding delivery of the Council's two Corporate Directorate Improvement Plans (CDIPs) is reported to every second meeting of the relevant Service Committee. This report provides Members with a summary of progress with the CDIPs' implementation and aims to give Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or starting to decline, in line with the well-being outcomes adopted in the Council's Corporate Statement 2013/17.

4.3 This report comprises information extracted from CDIP progress reports on the refreshed CDIPs, which were presented to the Education and Communities Committee, the Policy and Resources Committee and the Environment and Regeneration Committee. The improvement actions are grouped under the well-being outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

4.4 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:

blue - complete; red - significant slippage; amber - slight slippage; green - on track.

4.5 The report also contains key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how Directorates contribute to the Council's strategic aims. Full year figures for 2014/15 are shown in Appendix 2, together with 2013/14 comparator information and Quarter 1, 2 and 3 details for 2015/16 (where available).

4.6 Performance information for the HSCP is reported separately to Members, via the Inverclyde Integrated Joint Board or Health and Social Care Committee.

5.0 PROGRESS

5.1 This progress report rolls up the CDIPs' improvement actions. The last Corporate Performance Report was approved by the Policy and Resources Committee in September 2015. The current status of the refreshed CDIPs' 108 improvement actions is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track	No status
	14	0	9	79	14

5.2 The status of the improvement actions, grouped under the well-being outcomes, is:

Well-being outcome	blue - complete	red - significant slippage	amber - slight slippage	green - on track	No status
Safe	4	0	1	5	0
Healthy	1	0	0	0	0
Achieving	5	0	6	47	4
Nurtured	1	0	0	12	2

Active	0	0	0	2	0
Respected and Responsible	2	0	2	4	0
Included	1	0	0	9	0

5.3   Examples of progress with improvement actions that contribute to the delivery of the well-being outcomes are outlined in sections 5.3.1-5.3.7 of this report.

5.3.1   <u>Safe</u>:

- All secondary school staff have been trained in Mentors in Violence Prevention (MVP). MVP mentors have been identified in all schools and delivery of the programme to S1/S2 pupils began in November 2015. A Council-wide MVP Training Team has been established to ensure sustainability.
- The draft 2015/18 Community Safety Partnership Strategic Assessment year one action plan identified five specific actions around violence reduction, including the introduction of a *No Knives Better Lives* Sub-Group, made up of officers from Inverclyde Council, Police Scotland, Youth Link Scotland and the Violence Reduction Unit, as well as representatives of a local community group. The Sub-Group identified the need for terms of reference and an action plan which will be developed in Quarters 3 and 4.

5.3.2   <u>Healthy</u>:

- The research around the School Health and Alcohol Reduction Project (SHAHRP) has been concluded. The write-up is due to be completed by Spring 2016.
- The iYOUTHZone in Port Glasgow opened in March 2015. The Gourock iYOUTHZone opened its doors to young people in August 2015 and a formal opening was planned for November 2015.

5.3.3   <u>Achieving</u>:

- Improve public performance information on Council's website – An Audit Scotland report has placed Inverclyde Council in the top quartile of all Scottish Councils in terms of compliance with public performance reporting requirements.
- Community Justice transition to Community Planning – A criminal justice coordinator has been appointed to take forward this work.
- Website – the Council's new website was launched in May and positive feedback has been received. There has been a steady rise in the number of unique visitors and a greater rise in the number of times these visitors are using the site.

5.3.4   <u>Nurtured</u>:

- Seventy-six volunteers are working across the CLD service to support the delivery of services.
- Sixteen literacies volunteers completed Scottish Qualifications Authority training at the Scottish Credit and Qualifications Framework Level 6.
- The 3 year plan for CLD was approved by the Policy and Resources Committee on 11 August 2015 and subsequently by the Alliance Board on 5 October 2015.
- Single Agency Well-Being Assessment Training is being developed by the educational psychology service (EPS). The EPS and the quality improvement team plan to deliver it to clusters in January 2016.
- An action plan for the local Early Years Collaborative has been developed around a driver diagram with several theories for change to improve outcomes for children by March 2016.
- Support was provided to encourage participation in the community council elections in October 2015. The first formal meeting of the Forum of Community Councils and Community Associations took place in November 2015.

5.3.5 Active:

- A strategic meeting was held with Education Scotland, sportscotland and Inverclyde Council in July 2015 to discuss the possible extension of the national project. sportscotland has confirmed its part of funding.
- The PE Primary Framework was launched in September 2015. We are recruiting a Primary PE Specialist to support primary class teachers with the implementation of the Framework. A significant career-long professional learning programme is in place to support teachers with PE delivery with good representation from all primaries.

5.3.6 Respected and Responsible:

- The Pension and Retirement Policy, Dignity and Respect at Work Policy and the Inverclyde Council/Trades Union Partnership Pledge have all been ratified at Committee.
- In terms of the % of the highest paid 5% of our employees who are women (excluding teachers), our figure has increased from 47% to 50%.
- The Home Energy Efficiency Programme Scotland projects for 2013/14/15 are now complete; this includes collaborative programmes with River Clyde Homes (RCH) in Roxburgh/Wellington Street and John Street in Greenock; a programme with Link Housing Association in Balfour Street, Port Glasgow, and a pilot programme with Oak Tree Housing Association (OTHA) in Bow Road, Greenock, involving a total of 478 properties. A further 40 properties were insulated in a back-up programme in Bardrainney.

5.3.7 Included:

- The new Employee Survey was approved by the CMT on 1 October 2015 and issued to all employees.
- Financial learning - 447 adults participated in programmes combining digital skills with financial support; 42 adult literacies learners participated in personalised programmes to develop financial literacy skills.
- The CLD Team worked in partnership with West College Scotland to produce a short film showcasing literacies and ESOL in Inverclyde. The film has been shown at local community events, conferences, ESOL awareness-raising sessions with partners and given to local Elected Members; it is also now available on Inverclyde TV with live broadcasts on Inverclyde Radio

5.4 The 9 amber actions sit across safe, achieving and respected and responsible. They include:

Service Review Guidance: Develop service review guidance, working with services to ensure it meets the needs of service areas.

Commentary: Service review guidance has been drafted and was taken to the meeting of the Corporate Quality Improvement Group on 11 November 2015 for comments and approval.

Public Performance Reporting – assessment of demand: work with libraries to assess demand and to facilitate access via the web to members of the public.

Commentary: All performance information is available on the Council's website. Audit Scotland assessed the Council as being compliant in 23 of 26 PPR categories. However, the additional piece of work with libraries has still to be carried out. A meeting will therefore take place with libraries staff by the end of the year to make them aware of the location of performance information on the Council's website. This will enable staff in the Council's libraries to respond to

performance enquiries from members of the public and signpost them to the relevant pages on our website.

Public Performance Reporting – Inview: Utilise Inview as a means of providing performance information to all households.

Commentary: the Statutory and Key Performance Indicators Annual Report 2014/15 was approved by the Policy and Resources Committee on 17 November 2015. Extracts from this will be submitted to Corporate Communications for inclusion the next edition of InView. Additionally, performance information in the style of infographics is currently being compiled for inclusion in InView and for posting thereafter on the performance pages of the Council's website.

Learning Communities: Pilot learning community in one identified area. Set process in line with Education Scotland advice and guidance.

Commentary: The development of a learning community is now linked to the development of locality planning and is being progressed via the Alliance Board.

Corporate Communications Strategy: Development of a Communications Strategy working with services and CMT.

Commentary: A Communications Strategy has been drafted and is currently being benchmarked with other local authorities.

Finance Related Systems: Pilot implemented by March 2013, full roll out of programme during 2013/14. Upgrade systems and implement new procedures.

Commentary: the dedicated resource allocated to this has been moved due to competing priorities, it is intended to resume this in late 2016 with a view to completion by December 2016.

Teenage Pregnancy: Health and Wellbeing Programme available universally. Produce a Teenage Pregnancy Strategy.

Commentary: Local work has taken a back seat as the national Teenage Pregnancy Strategy is under consultation. Inverclyde Council, via the Health Improvement Team in the Health and Social Care Partnership, submitted a comprehensive contribution to this national exercise. Once the consultation period has ended and been reported on, work will continue to dovetail local developments with the national strategic direction.

Planning Policy: Reduction in Carbon Dioxide emissions.

Commentary: 2013/14 emissions had increased on 2012/13 levels.

Data protection: An overall review of all the Council's installations and deployments of cameras will be carried out in 2013/14 and a set of common standards agreed and implemented.

Commentary: Report going to CMT regarding options for public space CCTV. The review will cover much wider use of CCTV and budget decisions.

5.5 Appendix 1 details the present status of the improvement actions, together with a commentary from the appropriate Service.

5.6 Appendix 2 provides performance indicator information.

6.0 IMPLICATIONS

6.1 Financial Implications - one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

6.2 Human Resources: There are no direct human resources implications arising from this report.

6.3 Legal: There are no direct legal implications arising from this report.

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

6.6 Inequalities: There are no direct inequalities implications arising from this report.

7.0 CONSULTATION

7.1 Updates on progress with the CDIPs' implementation have been provided by the lead officers of each improvement action.

8.0 CONCLUSION

8.1 The fifth progress report on the delivery of the Council's agreed outcomes is presented for Members' approval with the recommendation that the sixth report is submitted to the meeting of the Committee to be held in May 2016.

9.0 LIST OF BACKGROUND PAPERS

9.1 Education, Communities and Organisational Development CDIP 2013/16. Environment, Regeneration and Resources CDIP 2013/16.

Appendix One

Safe				
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comment**
ECOD_CDIP Data Protection	An overall review of all the Council's installations and deployments of cameras will be carried out in 2013/14 and a set of common standards agreed and implemented	May 2015 Slight Slippage	🟡	Report going to CMT regarding options for public space CCTV. The review will cover much wider use of CCTV and budget decisions.
ECOD_CDIP Knife Violence a) MVP	Roll-out of the MVP Programme to other secondary schools	November 2015 On Track	🟢	All secondary school staff have been trained. MVP mentors have been identified in all schools and delivery of the programme to S1/S2 pupils will begin in November 2015. A Council-wide MVP Training Team has been established to ensure sustainability.
ECOD_CDIP Knife Violence b) Violence Prevention Programmes	Violence prevention programmes including No Knives Better Lives are developed and sustained	November 2015 On Track	🟢	The 2015/18 (Draft) Community Safety Partnership Strategic Assessment year 1 action plan has identified five specific actions around violence reduction one including the introduction of a No Knives Better Lives Sub Group made up of Inverclyde Council, Police Scotland, Youth Link Scotland the Violence Reduction Unit as well as representatives of a local community group. Currently the sub group has identified the need for a Terms of Reference and action plan which will be developed in Quarter 3 & 4. The Community Safety Unit, Community Learning and Development and Education with the support of CrimeStoppers are looking to roll out a 3rd party crime reporting procedure for Secondary Schools students called "Fearless" allowing young people to report crimes via a secure website.
ECOD_CDIP Knife Violence c) Anti-bullying policy	The anti-bullying policy is fully implemented	November 2015 On Track	🟢	The anti-bullying policy is under review within the Positive Relations Positive Behaviour Authority Group.

Safe				
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comment**
ERR_CDIP Data Protection	Develop training, policies and procedures	March 2016 Complete	🔵	
ERR_CDIP RIPSA	Carry out actions required to meet recommendations and report to Council on progress.	November 2015 On Track	🟢	Actions required largely concluded: (i) Policy and Guidance Documents amended (ii) Training for Authorising Officers and annual report to CMT presented in July 2015 (iii) Training for applicants presented 30 April 2015 – Further training to be provided before the year end.
ERR_CDIP Risk Management a) Action Plan	Develop a Risk Management Action Plan by 31 August 2013	March 2016 Complete	🔵	
ERR_CDIP b) Risk Management Implementation of Action Plan	Action Plan fully implemented by 31 March 2015	March 2016 Complete	🔵	
ERR_CDIP Roads Network	Proposed programme of Projects to be undertaken in 2014/16 using RAMP/Capital Funding reported to Committee – Outline RAMP programme for 2014 has been detailed covering specific and cost of Carriageways, footways, lighting structures fees and staffing costs along with Core funding for traffic measures and details on Cycling walking and safer streets.	On Track	🟢	The RAMP investment is being delivered substantially to programme. Lighting progress is taking account of the outline business case/final business case for lanterns and column replacement to achieve energy, carbon and maintenance savings; a detailed report on the Street Lighting Investment Strategy was considered by the Environment and Regeneration Committee on 5 March 2015.
ERR_CDIP Software Asset Management	Be confident that all software deployed on the network is fully licensed and all asset records are accurate.	March 2016 Complete	🔵	

Healthy				
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comment**
ECOD_CDIP Housing Investment : Project Meetings	SLP completed by 31 March 2015 to be achieved in partnership with registered social landlords (RSLs). Regular project team meetings and monitoring by the HSD will ensure the March 2015 timescale is met	May 2015 Complete	●	Regular Programme Meetings being held with HSD and RSLs RSL continue , however there is significant slippage in the 2012/15 programme. However any underspend has been largely used to acquire affordable housing land banks in 4 areas; liaison with RSLs and HSD on forthcoming SHIP 2015-2020 ongoing as part of regular monitoring and forward planning process. The SHIP 2015/20 has been approved by the Council

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ECOD_CDIP Young Scot Cards a) Kidzcards	Negotiate with Young Scot to introduce Kidzcards in Inverclyde	November 2015 On Track	🟢	The Directorate is looking into how it will progress Kidzcards in primary schools.
ECOD_CDIP Young Scot Cards b) Quality Assurance	Establish systems and quality assurance procedures	March 2016 Complete	🔵	Following a further successful audit from Young Scot, quality assurance systems are now confirmed
ECOD_CDIP Young Scot Cards c) Cashless Catering	Develop Young Scot to be part of the cashless catering system	March 2016 Complete	🔵	The Directorate is looking into how it will progress the cashless catering system in schools.
ECOD_CDIP Service Review	Develop service review guidance, working with Services to ensure it meets the needs of service areas	November 2015 Slight Slippage	🟡	Service review guidance has been drafted and will be taken to the meeting of the Corporate Quality Improvement Group on 11 November 2015 for comments and approval.
ECOD_CDIP Corporate Directorate Improvement Plans	Develop guidance for Directorates Carry out a series of event to roll out the new guidance and support Services to develop new Plans	November 2015 On Track	🟢	New guidance is being drafted. A planning meeting took place on 14 October 2015.
ECOD_CDIP Community Empowerment Act	Bring the improving data analysis group together to gather information around the agreed localities. Publish locality profiles for access by Council Services and communities. Develop Locality Plans for Port Glasgow, Greenock East and Central and Greenock South and South West.	November 2015 On Track	🟢	Work on locality planning has begun, using Broomhill as an initial pilot area.
ECOD_CDIP Single Outcome Agreement	Carry out a strategic assessment to inform the new SOA, including engagement with communities. Use locality profiles to inform development of the SOA	November 2015 On Track	🟢	The current SOA 2013/16 runs until next year. Work to progress this improvement action will therefore begin in 2016.

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ECOD_CDIP Community Justice Transition	Follow any regulations and guidance to come from Scottish Parliament regarding the Community Justice Bill when it is enacted. Corporate Policy and partnership will work closely with Criminal Justice Social Work and other relevant partners to develop a local approach to community justice	November 2015 On Track	🟢	The guidance is expected in 2016. A Criminal Justice Co-ordinator has been appointed to take forward this work.
ECOD_CDIP LGBF	By participating in the Family Groups, as resources allow	November 2015 On Track	🟢	Two officers from the Corporate Policy team are attending or supporting other officers to attend the family group meetings. They also attend the events run by the Improvement Service.
ECOD_CDIP Scottish Attainment Challenge	Improvement plans are developed by the primary schools By coaching, mentoring and increased parental involvement in their children's education By implementing new techniques in teaching numeracy and literacy such as reciprocal reading	November 2015 On Track	🟢	A project leader has been appointed and the team to take forward the Attainment Challenge has been established. We have begun to analyse our baseline data and visits are taking place to schools. Professional development work has started and the implementation group has met four times. We are working closely with Education Scotland to take this forward.
ECOD_CDIP Professional Update	Ensure teachers are maintaining their GTC status using professional update	November 2015 On Track	🟢	We have ensured that all teachers have maintained General Teaching Council for Scotland registration through the professional update process.
ECOD_CDIP Self Evaluation for Safer Comms	By conducting a Public Service Improvement Framework (PSIF) assessment for the Service and devising an action plan	November 2015 On Track	🟢	Not yet started

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ECOD_CDIP Competitiveness	Enhancement of self-evaluation guidance and processes regarding competitiveness and challenge	November 2015 On Track	🟢	Participation in the family group process continues. Inverclyde will remain as host of the Looked After Children Family Group 4. An overview meeting was arranged for 14 October 2015 with Inverclyde's representatives on the family groups covering street cleaning, HR, Council Tax, museums and equalities; topics discussed include experience of the process so far as well as next steps.
ECOD_CDIP Public Performance Reporting a) Web information	Improve information on the Council's website from all Services	November 2015 On Track	🟢	The Statutory and Key Performance Indicators Annual Report 2014/15 was considered by the CMT on 15 October 2015 and was submitted to the Policy and Resources Committee on 17 November 2015. The information in the Appendix will be posted on the performance pages of the Council's website.
ECOD_CDIP Public Performance Reporting b) PPR format	Provide information in different formats	November 2015 On Track	🟢	No requests for alternative formats have been received. Financial implications mean that alternative formats will only be provided on request.
ECOD_CDIP Public Performance Reporting c) Assessment of demand	Work with libraries to assess demand and facilitate access via the website to members of the public	November 2015 Slight Slippage	🟡	All performance information is available on the Council's website. Audit Scotland assessed the Council as being compliant in 23 of 26 PPR categories. However, the additional piece of work with libraries has still to be carried out. A meeting will therefore take place with libraries staff by the end of the year to make them aware of the location of performance information on the Council's website. This will enable staff in the Council's libraries to respond to performance enquiries from members of the public and signpost them to the relevant pages on our website.
ECOD_CDIP Public Performance Reporting d) Inview	Utilise InView as means of providing performance information to all households	November 2015 Slight Slippage	🟡	Extracts from the Statutory and Key Performance Indicators Annual Report 2014/15 will be submitted to Corporate Communications for possible inclusion in the next edition of InView. Additionally, performance information in the style of infographics is currently being compiled for inclusion in InView and for posting thereafter on the performance pages of the Council's website.

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ECOD_CDIP Public Performance Reporting e) Employee information	Provide information in different ways to ensure it is meaningful to employees at all levels of the organisation	November 2015 On Track	🟢	The Audit Scotland PPR report was considered by the CMT and the Policy and Resources Committee in September 2015. Work has started with Services where we are currently non-compliant.
ECOD_CDIP Inverclyde Performs a) User Training	Further training for Inverclyde Performs users	November 2015 On Track	🟢	Visits/demonstrations to all Directorate Management Teams are complete. We have also provided demonstrations to Senior Management Teams, where requested. Training for officers is ongoing on a needs basis, as and when a training issue is highlighted.
ECOD_CDIP Inverclyde Performs b) Training Plan	Work with DMTs and EMTs to establish training needs and develop a training plan	November 2015 On Track	🟢	Visits/demonstrations to all Directorate Management Teams are complete. We have also provided demonstrations to Senior Management Teams, where requested. Training for officers is ongoing on a needs basis, as and when a training issue is highlighted.
ECOD_CDIP Inverclyde Performs c) System Development	Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs	November 2015 On Track	🟢	This work is ongoing. Most recently the new libraries service plan has been uploaded to the system. Work also ongoing to develop the functionality of the system e.g. performance dashboards and briefing books to make the presentation of performance information more visually appealing.

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ECOD_CDIP CD4 Literacy	Use of evidence-based approaches which lead to key improvements in literacy skills for all (Links to Scottish Attainment Challenge/Raising Attainment for All)	November 2015 On Track	🟢	The Reciprocal Teaching Initiative is being rolled out in each primary school. This methodology is proven to have an impact on children's reading skills. CLD update - CLD – update: 563 adults received literacies support, This includes 203 in partnership with the Trust and 42 ESOL learners. 281 learners achieved SQA accreditation – 345 units in total. SQA accredited Literacies awareness raising was delivered to 156 partner agency staff. Continued to work in partnership local agencies such as JCP and NHS to develop and deliver customised literacies programmes.
ECOD_CDIP Learning Communities	Pilot learning community in one identified area Set a process in place in line with HMIe advice and guidance	November 2015 Slight Slippage	🟡	The development of a learning community is now linked to the development of locality planning and is being progressed via the Alliance Board.
ECOD_CDIP Employability Inverclyde Youth Employment Action Plan Development	Implementation and robust evaluation of the Inverclyde Youth Employment Activity Plan	November 2015 On Track	🟢	Currently updating on a quarterly basis as per national guidance.
ECOD_CDIP Employability Working for Growth	Implementation and robust evaluation of the employability component of the Adult Learning and Literacy Action Plan, integrated within the Working for Growth: A Refreshed Employability Framework for Scotland 2012	November 2015 On Track	🟢	CLD have provided literacies support to 203 learners within the Trust Employability Regeneration – against a target of 180. In addition, 68 of the 203 achieved SQA accreditation as part of the literacies support. 476 adult learners participated in employability programmes and community based work clubs.
ECOD_CDIP Continuous Improvement Team: Partnership Working	Better partnership working regarding self-evaluation	November 2015 On Track	🟢	A number of schools and other educational establishments have been identified to have a review during 2015/16.

Achieving				
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comments**
ECOD_CDIP Curriculum for Excellence a) Partnership working with Education Scotland	Work in partnership with Education Scotland to support and develop the confidence of staff to effectively deliver the CfE across all sectors and establishments	November 2015 On Track	🟢	Our partnership working with Education Scotland is ongoing. Our Education Scotland Link Officer continues to meet regularly with senior Education staff.
ECOD_CDIP Curriculum for Excellence b) Partnership working with SQA	Work in partnership with the Scottish Qualifications Authority (SQA) to support secondary teachers with continued delivery of the National Qualifications and input on the Higher and new Advanced Higher	November 2015 On Track	🟢	To monitor the new qualifications, partnership working with the SQA continues.
ECOD_CDIP Curriculum for Excellence c) Building the Curriculum	Fully embed the principles from Education Scotland's national Building the Curriculum documents to deliver better outcomes for all children and young people	November 2015 On Track	🟢	Education Scotland's Increased Expectations paper continues to be a focus of discussion at self-evaluation visits during 2015/16.
ECOD_CDIP Curriculum for Excellence d) Senior Phase Model	Implement the new Senior Phase Model	November 2015 On Track	🟢	The Senior Phase Model is being used and modified as necessary across all schools.
ECOD_CDIP Curriculum for Excellence e) P7 & S3 profiles	Continue to monitor the quality and the use of P7 and S3 profiles in schools	November 2015 On Track	🟢	Education Services' Continuous Improvement Team continues to have professional dialogue with head teachers and pupils about the quality and use of P7 and S3 profiles.
ECOD_CDIP Welfare Reform Act 2012: Financial Inclusion Strategy	Continued implementation of the financial learning component of the Financial Inclusion Strategy	November 2015 On Track	🟢	CLD update – 447 adults participated in programmes combining digital skills with financial support and budgeting for healthy eating as part of Let's Get Cooking programmes, 42 adult literacies learners participated in personalised programmes to develop financial literacy skills.
ECOD_CDIP Developing Leadership in Teachers a) Leadership Capacity	Take steps to improve leadership capacity across all establishments	November 2015 On Track	🟢	Education Services are providing leadership training for all interested teachers.

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ECOD_CDIP Developing Leadership in Teachers b) University partnership	Develop a new partnership with a University where there is shared responsibility for key areas of teacher education	November 2015 On Track	🟢	Partnerships are established and ongoing in a number of schools.
ECOD_CDIP Pupil Support	Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and teaching so that pupils needs are more effectively met	November 2015 On Track	🟢	Support service review is progressing and initial report will be completed by end of October 2015
ECOD_CDIP Virtual School a) Out of authority placements	identification of pupils in out of authority placements	November 2015 On Track	🟢	Continuing to develop a database, utilising the datahub and other MIS systems.
ECOD_CDIP Virtual School b) Tracking and transition planning	Improved tracking and transition planning	November 2015 On Track	🟢	This is ongoing utilsing SEEMIS and the Virtual school.
ECOD_CDIPVirtual School c) Pupil Support	Better support provided for pupils identified	November 2015 On Track	🟢	We are continuing to utilise SEEMiS and the 'virtual school' to provide support for the relevant pupils.
ECOD_CDIP Inverkip Community Centre	Inclusion of library space within new community centre planned for Inverkip	November 2015 On Track	🟢	The community centre should be available from November 2016, the final extent of library provision requires further discussion.
ECOD_CDIP Adult Learning Service a) Adult Learning delivery	Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus (JCP) and Skills Development Scotland (SDS)	November 2015 On Track	🟢	Library's own classes – Android drop-in at Central, iPad classes at Central, Kilmacolm and Gourock. ECDL drop-in at Central. CLD classes – Basic Computing drop in at Central, Jobs Clubs, with CV drop-in/work support added to Central's timetable on a Tuesday afternoon. College classes – four classes, ranging from basic computing to Intermediate 1, 2 & Digital Photography, are running across 4 branches (Central, Port Glasgow, Gourock and South West) from August to November; more to run December – May, and May - June. We continue our long-standing partnership with ICOD, and the ABC project.

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ECOD_CDIP Adult Learning Service b) Outreach techniques	Development of outreach techniques	November 2015 On Track	🟢	Worked with RNIB on their lottery-funded Get Online! tablet taster sessions for visually impaired people - these one-off taster sessions have been delivered twice, with more sessions to run in October, January and March. Working in partnership with CLD to deliver Reading Ahead (formerly the Six Book Challenge) to adult literacies learners - the Reading Agency published a case study on Inverclyde Libraries and literacies learners who took part in the Challenge on their website in August. Still working in partnership with the Future Skills project to provide a venue/PCs for basic computing learners.
ECOD_CDIP Library Services for Young People, learners and readers	Build on and extend the success of Bookbug in Inverclyde. More and better school/group visits focussing on information literacy and the CfE.Build links with partners to improve the range of classes available Further development and promotion of eLibrary and training of staff	November 2015 On Track	🟢	Bookbug Borrowers Club to be rolled out to further sites. Bookbug partnership developed and pack distribution consolidated. Increase in Nursery and P1 gifting sessions. Focus on regular school visit process and developing links with RAFA objectives.IL representation on EYC Implementation Team and Libraries Early Years Strategy Group. Every Child a Library Member pilot completed and under review. Partnership with Action for Children to deliver parenting classes. IL contributing to FAST programme in schools. Elearning linked to school visits and new marketing material issued.
ECOD_CDIP Adult Learning	Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement	November 2015 On Track	🟢	1,503 learners participated in community based adult learning provision: 434 in health and well-being programmes, 476 in employability programmes and community based work clubs, 146 in digital skills programmes, 447 in programmes combining digital skills with financial support and 100 families participated in parenting and family learning programmes.

	Achieving			
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comments**
ECOD_CDIP HR21 a) Software installation and process review	Software installation, process review to ensure compliance, liaison with the Pensions Regulator, the Strathclyde Pension Fund Office and the Scottish Public Pensions Agency	November 2015 On Track	🟢	Software has been installed. There will be ongoing monitoring to ensure it is functioning as required.
ECOD_CDIP HR21 b) Equalities	Roll out HR21 version 3 upgrade to allow equalities information to be updated	March 2016 Complete	🔵	
COD_CDIP Workforce Development Plan	By carrying out the work identified in the 4 themes	November 2015 On Track	🟢	Plan in full progress.
ECOD_CDIP Corporate Communications Strategy	Development of a CCS, working with Council Services and the CMT	November 2015 Slight Slippage	🟡	A Communications Strategy has been drafted and is currently being benchmarked with other local authorities.
ECOD_CDIP Website a) Website Content	Review the content of the website via a cross-Directorate content review team	November 2015 On Track	🟢	A cross-departmental team has been established and meetings take place on a regular basis.
ECOD_CDIP Website b) New Design	Draft a new design and agree with CMT	March 2016 Complete	🔵	The Council's new website was launched on schedule. Positive feedback has been received. 50% of website visits are from mobile devices. There has also been a steady rise in the number of unique visitors and a greater rise in the number of times these visitors are using the site.
ECOD_CDIP Events	Cross-Service events group to be set up and to report to the CMT	November 2015 On Track	🟢	Council-wide events are being delivered by Corporate Communications. An Events Group has been set up under the auspices of the Local Area Tourism Partnership with representation from Council Services including Corporate Communications, the McLean Museum and Economic Development.
ERR_CDIP Finance Related Systems	Pilot implemented by March 2013, full roll out of programme during 2013/14. Upgrade systems and implement new procedures	November 2015 Slight Slippage	🟡	The dedicated resource allocated to this has been moved due to competing priorities, it is intended to resume this in late 2016 with a view to completion by December 2016.

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ERR_CDIP Digital Access Strategy	Working with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift.	November 2015 On Track	🟢	An upgrade to the CSC Kana system took place in late October. Staff training has been developed and is expected to be delivered by February. Top tasks in selected service areas have been identified to help facilitate customer contact away from face-to-face to web transactions. Plans are also in place to increase the types of payments that can be made on line.
ERR_CDIP CSC Development	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Cutomer Service Action Plan	November 2015 On Track	🟢	New Structure now populated and changes to telephony system on going.
ERR_CDIP Welfare Reform Agenda ((Environment, Regeneration & Resources))	Introduce and deliver the council tax reduction scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to universal credit	November 2015 On Track	🟢	Delivery of the Scottish Welfare Fund and changes to Housing Benefit legislation have all been implemented successfully. Universal Credit (UC) went live on 12 October 2015 with minimal impact. From April 2016, both further roll-out of UC and new Welfare Reform cuts, it is anticipated that demand on Services will increase. Process maps and publicity material in respect of UC have been produced and circulated and an extensive training programme has been delivered to relevant Council staff and external partners.
ERR_CDIP Property Assets Management	Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion by October 2014 except GMB District Court Offices Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion by October 2014 except GMB District Court Offices		🟢	

Achieving

Improvement Area	Improvement Action	Status	BRAG	Comments
ERR_CDIP PAFM School Estate Management Plan	Complete current projects and complete primary school refurbishment programme	On Track	🟢	Ardgowan Primary School opened August 2015. Work on new St Patrick's Primary School underway.
ERR_CDIP Open Spaces a) Play Areas	Continue phased play area development	March 2016		
ERR_CDIP Open Spaces b) Cemeteries	Identify cemeteries, implement next phase of investment in 2013/14	March 2016		
ERR_CDIP Open Spaces c) Site Condition Assessment	Ongoing site by site condition assessment to inform budget setting priorities	March 2016		
ERR_CDIP Economic Development (Tourism)	All available tourism opportunities are maximised	April 2015 On Track	🟢	
ERR_CDIP Riverside Inverclyde ((Environment, Regeneration & Resources))	Deliver Operating Plan. Ongoing monitoring and review against RI milestones	March 2016		
ERR_CDIP Repopulation ((Environment, Regeneration & Resources))	Develop and implement an action plan	March 2016 Complete	🔵	

Nurtured

Improvement Area	Improvement Action	Status	BRAG	Comment
ECOD_CDIP SOA Resource Development & Measurement	Sub-groups set up to deal with resource development and measurement	November 2015 On Track	🟢	A report will be prepared for submission to the SOA Programme Board.
ECOD_CDIP Volunteering	Co-ordinate planning for volunteering across establishments, CLD, the Youth Employment Activity Plan and the voluntary sector Identify opportunities for accreditation	November 2015 On Track	🟢	Meeting to take place late October with a view to expanding young people's participation in volunteering as peer mentors. There are 76 volunteers working across CLD to support the delivery of services. This includes 25 in the literacies provision, 5 providing support in English for Speakers of Other Languages (ESOL) groups, 14 in adult learning and 32 across co-producing community groups who are delivering services for older people. 16 literacies volunteers completed the SQA training at SCQF6. Adult services achieved Volunteer Friendly Status.
ECOD_CDIP Strategic Guidance for CLD	Develop an implementation plan using the process agreed at the Education and Communities Committee, with an emphasis on involvement with SOA Outcome Delivery Groups Establish priorities and a baseline for measuring progress towards achievement	March 2016 Complete	🔵	The 3 year plan for CLD was approved by Policy & Resources Committee in August 2015 and subsequently by the Alliance Board in October 2015.
ECOD_CDIP Children and Young People's Act a) GIRFEC	Implementation of GIRFEC	November 2015 On Track	🟢	The GIRFEC Champions approach is well embedded in all schools. The new GIRFEC Pathway is being established. Named Person service training is being implemented over time.
ECOD_CDIP Children and Young People's Act b) Training Strategy	Training strategy delivered, both single and multi-agency	January 2015 On Track	🟢	Single Agency Well-Being Assessment Training is being developed by the educational psychology service (EPS). The EPS and the quality improvement team plan to deliver it to clusters in January 2016.

Nurtured

Improvement Area	Improvement Action	Status	BRAG	Comment
ECOD_CDIP Children and Young People's Act c)Tutoring & Awareness Raising	Multi-agency implementation, tutoring and awareness-raising	March 2016		
ECOD_CDIP Children and Young People's Act d) SEEMIS Training	SEEMIS training in relation to the Child's Plan for all primary and secondary staff, as appropriate	March 2016		
ECOD_CDIP Early Years/ Nurturing Collaborative b) EYC Learning Sessions	Engagement in the EYC learning sessions run by the SG	November 2015 On Track	🟢	The last Scottish Government learning session took place on 10/11 November 2015 with a mix of delegates attending from+E6Inverclyde to discuss the Early Years Collaborative and Raising Attainment for All initiatives.
ECOD_CDIP Early Years/ Nurturing Collaborative c) Action Plan	Development of an action plan focussed on early intervention and prevention in relation to the EYC 'stretch aims'	November 2015 On Track	🟢	An action plan has been developed around a driver diagram with several theories for change to improve outcomes for children by March 2016.
ECOD_CDIP Cultural Hub	Outcome of Round 1 bid due in May 2014

If the bid is unsuccessful, an alternative plan, to be devised by the end of 2014 | November 2015 On Track | 🟢 | Projected timescale for next potential submission is end of November 2015. |

Nurtured				
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comment**
ECOD_CDIP Archives	Further cataloguing of further records Increasing finding aids available online Conducting at least 3 class visits in the Watt Library; Creation of disaster plan and other management policies Take part in the McLean Museum's World War 1 commemorations Involvement in the Greenock Philosophical Society's bid to the Heritage Lottery Fund to digitise archives	November 2015 On Track	🟢	Post under review - options being considered.
ECOD_CDIP School Libraries	Set up steering group to look at the issues and make recommendations by December 2014	November 2015 On Track	🟢	Key Committee outcomes still required.
ECOD_CDIP Community Councils	Providing an enhanced programme of training and support for community representatives, including embedding of training in ongoing activities and meetings	November 2015 On Track	🟢	Support was provided to encourage participation in the Community Council elections in October 2015. The first formal meeting of the Forum of Community Councils and Community Associations took place in November 2015.
ECOD_CDIP Absence Management a) Automation of processes	Continuation of automation of processes	November 2015 On Track	🟢	Quarter 4 2014/15 Actual 3.01, Quarter 1 2015/16 2.1, this is a reduction from the same quarter in the previous year. The trend is downwards.
ECOD_CDIP Absence Management b) HR interventions/pilots	New HR interventions/ pilots to assist management and reduce absence level	November 2015 On Track	🟢	The rankings are not yet known, however, there has been an overall improvement in the absence rate.

Active				
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comment**
ECOD_CDIP PE Plan	PE Plan implemented	November 2015 On Track	🟢	Strategic meeting held with Education Scotland, sportscotland and IC in July to discuss the possible project extension nationally. sportscotland have confirmed their part of funding, Education Scotland will not be in a position until Nov 2015 to confirm whether they will have the funds to continue past June 2016. PE primary Framework launched in Sep 2015. Currently recruiting Primary PE specialist to support primary class teachers with the implementation of the framework. Significant CLPL programme in place to support teachers with PE delivery, good representation from all primaries.
ECOD_CDIP School PE provision	Number of schools providing minimum 2 hours PE to be increased	November 2015 On Track	🟢	Progress made moving from 4 to 2 primaries not achieving the target. Gourock & St Andrew's have now implemented changes and have achieved the target by April 2015. Hoping to achieve target in early 2016. All secondaries achieving the target of 2 periods S1 - 4, although several have dropped from offering 3 periods per week to 2 periods.

Respected & Responsible

Improvement Area	Improvement Action	Status	BRAG	Comment
ECOD_CDIP Teenage Pregnancy	The Health and Wellbeing programme is universally available A teenage pregnancy strategy is produced	November 2015 Slight Slippage	🟡	Local work has taken a back seat as the national Teenage Pregnancy Strategy is under consultation. Inverclyde Council, via the Health Improvement Team in the Health and Social Care Partnership, submitted a comprehensive contribution to this national exercise. Once the consultation period has ended and been reported on, work will continue to dovetail local developments with the national strategic direction.
ECOD_CDIP Housing Repairs Enforcement b) Information	Provide a range of information and signposting via various formats to householders to inform, advise and guide them in attending to matters of disrepair to their property	November 2015 On Track	🟢	The national online advice and information resource is now known as "Under One Roof Scotland". A steering group has been appointed and is hosted and chaired by RIAS (the Royal Incorporation of Architects in Scotland). The total cost of the online resource over five years is £120,000; £96,000 has been paid towards this cost so far from a range of funding partners including SFHA (Scottish Federation of Housing Associations) Historic Scotland ,a property management company and a number of Local Authorities, including £1500 from Inverclyde Council. The website is programmed to launch in Spring 2016.
ECOD_CDIP Home Energy Efficiency (private) a) Grants	Promote grant availability and improved energy efficiency to owners	November 2015 On Track	🟢	Measures continue, programmes are ongoing to improve energy efficiency in our homes.

Respected & Responsible

Improvement Area	Improvement Action	Status	BRAG	Comment
ECOD_CDIP Home Energy Efficiency (private) b) Difficult to Treat Houses	Continue to target 'difficult to treat' houses for investment	November 2015 On Track	🟢	The HEEPS Programmes for 2013/14/15 are now complete; this includes collaborative programmes with RCH in Roxburgh/Wellington Street and John Street Greenock, a programme with Link HA in Balfour Street Port Glasgow and a pilot programme with OTHA in Bow Road Greenock for a total of 478 properties. A further 40 properties were insulated in a 'back up programme' in Bardrainney. Funding from 2014/15 and 2015/16 has been allocated to the Broomhill Regeneration Project which is being managed by RCH. Programmes funded from 2015/16 include the continuation of the Bardrainney back up programme now including RCH properties and the continuation of Bow Road in collaboration with OTHA. A collaborative programme with RCH in the Wellpark area and loft insulation programmes with OTHA and RCH are due to commence. Future collaborative programmes are being considered in Aberfoyle Road and Larkfield and a 'Hybrid' Programme in Port Glasgow Town Centre.
ECOD_CDIP Policy Development	Identify priority policies based on legislative need, risk to the Council and information gaps i.e. health and safety policies, Legionella, HR policies, discipline, family friendly	November 2015 On Track	🟢	The Pension and Retirement Policy, Dignity and Respect at Work Policy and the IC/TU Partnership pledge have all been ratified at Committee.
ERR_CDIP FOI Publication Scheme	Develop and populate new Scheme liaising with services as required	March 2016 Complete	🔵	
ERR_CDIP Community Council Liaison	Develop a suite of guidance materials for use by the service and Community Councils	March 2016 Complete	🔵	

Respected & Responsible

Improvement Area	Improvement Action	Status	BRAG	Comment
ERR_CDIP Planning Policy (Carbon Management)	Reductions in carbon dioxide emissions	Slight Slippage	🟡	2013/14 emissions had increased on 2012/13 levels.

Included				
Improvement Area	**Improvement Action**	**Status**	**BRAG**	**Comment**
ECOD_CDIP Corporate Equalities a) Guidance and support	Through the work of the Equalities Officer, continue to provide appropriate advice, guidance and support to Council Services	November 2015 On Track	🟢	Organisational competence is increasing.
ECOD_CDIP Corporate Equalities b) Equalities Officer	Appoint a new Equalities Officer to replace previous post holder	March 2016 Complete	🔵	Equalities Officer now In post
ECOD_CDIP Corporate Equalities c) CEG representation	Through the work of the Equalities Officer, continue to provide appropriate advice, guidance and support to Council Services	November 2015 On Track	🟢	A report was presented to Programme Board. Further information has been requested.
ECOD_CDIP Community Engagement	Build on findings and proposals emanating from a series of workshops/events held March 2014

Create a cross-Directorate planning group with links to the Community Engagement/ Community Capacity Building Network | November 2015 On Track | 🟢 | Further cluster meetings and community council elections took place in October 2015. |
| ECOD_CDIP Engagement with Young People | In partnership with Inverclyde's young people and community planning partners, progress the action points arising from the Health and Well Being Survey conducted in secondary schools in 2014 and at the #Clyde Conversations follow-up event in March 2015 | November 2015 On Track | 🟢 | Work to enhance young people's participation is progressing on target and it is hoped to bring the Youth Participation Strategy to the 19 January 2016 Education and Communities Committee. |
| ECOD_CDIP LAAC | Reduce the number of exclusionsImproved attainment for LAAC | November 2015 On Track | 🟢 | Proportionate visits continuing with a particular focus upon looked after young people. Exclusions have decreased. |

	Included				
Improvement Area	**Improvement Action**	**Status**	**BRAG**		**Comment**
ECOD_CDIP Outreach activities for ethnic minorities	Enhanced programme of outreach and engagement developed and in place	November 2015 On Track	🟢		CLD has worked in partnership with WCS to produce a short film showcasing literacies & ESOL in Inverclyde. This film has been shown at local community events, conferences, ESOL awareness raising sessions with partners and given to local Elected Members. Now available on Inverclyde TV. Live broadcasts on Inverclyde Radio. An ESOL information event was held during this period, with 50 attending. The event was promoted in the local media, through partner agencies and word of mouth to the families and friends of current learners. In addition over 1,000 homes were targeted in a leaflet drop. Partnership work with local employers continued. There are 7 community based groups running with 42 learners regularly participating.
ECOD_CDIP Gender Equality a) Equal Opportunities Policy	Monitor application of Council's equal opportunities policies by Services	November 2015 On Track	🟢		Top 5% has improved from 47% to 50%.
ECOD_CDIP Gender Equality b) Equality Strategy	Link with the Corporate Equalities Officer to include as part of overall Equality Strategy for the Council	November 2015 On Track	🟢		Collaborative working is ongoing. Equality and Diversity policy under review/development.
ECOD_CDIP Employee Survey	Launching the 2015 SurveyReport on the results devised for DMT, CMT and the Policy and Resources CommitteeNewsletter on the 2015 headline results issued to staffDevising an improvement plan in response to feedback provided by employees	November 2015 On Track	🟢		The new Employee Survey was approved by the CMT on 1 October 2015 was issued in December.

Appendix Two

Corporate Performance Report – February 2016

The Council's key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators.

Figures for quarters 1, 2 and 3 (where available) of 2015/16 are shown below, together with full year figures for 2014/15 and 2013/14:

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
Community Wardens: • high priority calls - % responded to within 30 minutes	Demonstrates the response times of the Community Warden service	95%	Quarter 1: 95.1% Quarter 2: 95.3% Quarter 3: 95.2%	95.9%	96.45%	Performance is consistently high
• medium priority calls - % responded to within 60 minutes		95%	Quarter 1: 96.2% Quarter 2: 97.6% Quarter 3: 100%	98.5%	100%	Performance is consistently high
Library visits: number of actual and virtual visits per 1,000 population	Demonstrates the use of Inverclyde's libraries	5,008	details are compiled annually	5,003	4,873	There were 130 more library visits per 1,000 population
Library issues: number per 1,000 population	Demonstrates the number of items issued from Inverclyde's libraries	2,597	details are compiled annually	2,474	2,759	There was a decrease in the number of library issues per 1,000 population; this reflects the national picture. However, we have seen an increase of 245% in the number of eIssues.
Computer facilities in libraries: number of	Demonstrates the use of computer facilities in	166	details are compiled	158	119	The number of people using computer facilities in libraries

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
users per 1,000 population	libraries		annually			per 1,000 population increased by almost a third
Adult learners in libraries	Demonstrates the number of adult learners attending classes in libraries	2,960	details are compiled annually	2,819	2,442	Adult learners in libraries increased by more than 15%
McLean Museum: - number of visits in person per 1,000 population - number of visits to/use of Council-funded or part-funded museums per 1,000 population		tbc 911	details are compiled annually details are compiled annually	tbc 908	501 808	The number of visits increased by just over 12%
School Leaver Destination Results: positive destinations (includes non-mainstream young people)	Measures the proportion of school leavers (from publicly-funded schools in Inverclyde) into positive and sustained destinations (further education, higher education, employment or training)	A new national performance indicator regarding school leaver destination results is currently being developed which is due to start in December 2015		94.3% (academic year figure)	94% (academic year figure)	There was an increase of 0.3% in the number of Inverclyde school leavers who went on to positive and sustained destinations. This is 1.4% above the national average of 92.9%.
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	Demonstrates the efficiency and effectiveness of the arrangements for paying creditors	96.8%	Quarter 1: 96.89% Quarter 2: 96.15%	96.59%	96.3%	Performance improved by 0.29%

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
			Quarter 3: not yet available			
Council Tax in-year collection[1]	Measures the efficiency and effectiveness of Council Tax billing and collection processes	Annual target: 94.5% Quarter 1 target: 27.7% Quarter 2 target: 54.4% Quarter 3 target: 81.7% Quarter 4 target: 94.5%	Quarter 1: 27.7% Quarter 2: 54.5% Quarter 3: 81.8%	94.8%	94.51%	Despite another challenging year due to the continuing difficult economic climate, the Council Tax in-year collection level increased by 0.29% which is a significant achievement.
Speed of Benefits processing - average number of days per case to process: • new Housing Benefit/ Council Tax reduction claims	Demonstrates the effectiveness of the quality assurance measure in place within the Benefits service	23 days	Quarter 1: 33 days Quarter 2: 24 days Quarter 3: 23 days	27.7days	22 days	Performance declined because of specific factors relating to the assessment of claims in the Private Rented Sector and measures introduced to improve good tenancy management practices. The improvement in performance during Q2 2015/16 will be maintained.
• Housing Benefit/ Council Tax Benefit reduction claim changes of		6 days	Quarter 1: 5 days Quarter 2:	4.2days	5 days	Performance has improved for the second consecutive year and is ahead of target.

[1] A higher % of Council Tax is expected to be paid in the first 3 quarters of the year than in the final quarter. Most Council Tax customers pay by 10 monthly instalments from April to January each year, therefore dividing the annual target by 4 quarters would not give a true reflection of the expected income in each quarter.

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
circumstances			5 days Quarter 3: 5 days			
Incident resolution times	Demonstrates the responsiveness of the ICT Service Desk to reported incidents, against service level agreements	80%	Quarter 1: 93.48% Quarter 2: 94.98% Quarter 3:	89.34%	95.37%	Performance is well ahead of target despite reduction in Service Desk Team
Service request resolution times	% of reported ICT service requests resolved within targets defined in service level agreements	80%	Quarter 1: 93.24% Quarter 2: 91.10% Quarter 3:	91.31%	94.96%	Performance is well ahead of target despite reduction in Service Desk Team
Network availability	Demonstrates the availability of the network and access to ICT services required by departments in their day-to-day activities	99.5%	Quarter 1: 100% Quarter 2: 100% Quarter 3:	99.98%	99.97%	Service levels remain consistently high due to continued investment in core infrastructure.
Key applications availability	Demonstrates the availability of key applications required by Services	99.5%	Quarter 1: 100% Quarter 2: 100% Quarter 3:	100%	100%	Service levels remain consistently high due to continued investment in core infrastructure.
Corporate absence rate:	High levels of attendance					

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
the average number of working days per full-time equivalent employee lost through sickness absence for: • teachers	lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and effective services	Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 1.2 days Quarter 2: 0.6days Quarter 3: not yet available	6.4 days	7.6 days	The number of days lost for teachers reduced by 1.2 days
• all other local government employees		Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 2.3 days Quarter 2: 2.3 days Quarter 3: not yet available	11.1 days	11.9 days	The number of days lost for all other local government employees reduced by 0.8 days
• all employees		Annual target: 9 days Quarterly target: 2.25 days	Quarter 1: 2.09 days Quarter 2: 1.9 days Quarter 3: not yet available	10days	10.9days	The overall number of days lost to the Council reduced by 0.9 days
Waste management: refuse recycling	% of household waste composted and recycled	60%	Quarter 1: 58.97% Quarter 2: 56.85% Quarter 3: Not yet available	59%	55.5%	Continued improvement. Highest recycling rate in Scotland in 2014/15.
Traffic lights repairs	% completed within 48 hours	90%	Quarter 1:	92.8%	89.3%	

Key performance measure	Relevance	Target 2015/16	2015/16 performance	2014/15 performance	2013/14 performance	Commentary on change between 2013/14 and 2014/15
			Quarter 2: Quarter 3:			
Street lighting repairs	% completed within 7 days	95%	Quarter 1: Quarter 2: Quarter 3:	88.01%	78.56%	
Pothole repairs :	Response to make safe / repair within target category timescales 1 (urgent) to 3 (medium)		Quarter 1: Quarter 2: Quarter 3:	77.3%	34%	
Planning applications: • % of all applications decided in under 2 months • % of householder applications decided in under 2 months	Processing times for planning applications	80% 90%	Quarter 1: 88% Quarter 2: 93.7% Quarter 3: 88.3% Quarter 1: 100% Quarter 2: 97.6% Quarter 3: 97.5%	88.7% 97%	87% 97%	