

# Environment, Regeneration and Resources

## Corporate Directorate Improvement Plan 2016/19

### Annual Review 2018



# This document can be made available in other languages, large print, and audio format upon request.

## Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

## Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

## Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

## Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

## Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

## Polish


Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.


## Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

## Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

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## 1. Introduction by Corporate Director

On behalf of the Environment, Regeneration and Resources Directorate, I am pleased to present the latest refresh of our Corporate Directorate Improvement Plan (CDIP) 2016/19. The Directorate Improvement Plan was comprehensively updated in 2018 as an integral part of the Council's Strategic Planning and Performance Management Framework. Significant progress has been made in the last year. Particular highlights are:

- Delivery of a new proposed Local Development Plan for Inverclyde
- Carriageways £1.887 million spend and 4.97% of network treated in 2017/18 including 48 carriageway resurfacing/micro surfacing projects and 12 large patching projects completed.
- Footways £1.007m spend and 3.6% of network treated in 2017/18 including 44 footway resurfacing projects and 4 large patching projects completed.
- Street Lighting: 5126 new LED lanterns and 474 new columns supplied and installed
- Flood Prevention Schemes spend totalling £1.8million
- Facilities Management cleaning productivity improved Secondary and Primary schools
- Investment in Play Areas and Parks totalling £613k and new Big Lottery funded MUGA
- Produced a clean set of annual accounts for 2016/17
- Lead the financial support to a successful 2018/19 Budget Process
- Management of Wireless Infrastructure improvement plan in Schools
- Investment of over £300,000 replacing almost 900 laptop devices in the School Estate
- Cyber Essentials Accreditation
- Continued delivery of the School Estate Programme Board (SEMP)
- Refurbishment of Kilmacolm, Moorfoot and Lady Alice Primary Schools
- Completion of Glen Park Early Learning Centre and St Ninian's Primary School
- Continued delivery of the property Asset Management Plan (AMP)
- Completion of the new Vehicle Maintenance Facility at Pottery Street Depot
- Achieved our highest ever in year Council Tax Collection
- Successful implementation of Council Tax Banding Changes
- Implementation of Universal Credit Full Service
- Developed our Employer Engagement Action Plan
- Continued to expand our internal and external modern apprenticeship programme
- Re-contracted employability services
- Extended our Building Standards Verifier Status
- Improved the utilisation of local suppliers through procurement
- Achieving agreement on the Outline Business Case for the City Deal projects at Ocean Terminal and Inverkip

We continue to face the challenges in addressing the Inverclyde Alliance's vision for Inverclyde, especially regenerating the local economy and addressing the decline in local population. A particular challenge in this respect will be responding to the economic situation in consequence of the UK leaving the European Union. The short term impact on business remains uncertain and it will be important to place Inverclyde in the most favourable position as 'Brexit' progresses.

Specific challenges facing the Directorate include:

- Managing and implementing the restructure of Revenues, Benefits, Customer Service and Registrars.
- Workforce Planning due to the rollout of UC and migration of live Housing Benefit (HB) cases to UC.
- Progressing the Digital Agenda/Channel Shift
- Preparation of the Councils first Capital Strategy
- Clarifying the future of Financial Management System (FMS)
- Purchase to Pay linked to the above

Delivery of 'City Deal' is important for regeneration in Inverclyde and across the city region. City Deal is a partnership of the eight local authorities which form the Glasgow City Metropolitan area and involves an investment of £1.13bn specifically to stimulate economic growth. Funding is through £0.5bn committed by central government, £0.5bn committed by Scottish Government and £0.13bn committed by local authorities.

The projected outcomes from 'City Deal' are 28,000 new jobs and an increase in GVA of £2.2billion pa. Inverclyde will benefit directly from City Deal through £28m of funding allocated to our three key City Deal projects which through the provision of roads infrastructure will deliver new housing (at Inverkip), increased tourism (increased capacity for cruise liners at Ocean Terminal) and provide a marine focussed infrastructure opportunity (Inchgreen). Inverclyde will also benefit indirectly from City Deal through the expansion of the job market across the conurbation which will provide opportunities for Inverclyde residents.

Delivery of high quality services with reduced budgetary allocation remains a significant challenge within the timeframe of this plan.

The Directorate will continue to develop a robust approach to meet the requirements of the Best Value Assurance Audit and continues to assist in the organisational transformation of Inverclyde. As reported previously, we will help deliver a future where:

- Inverclyde is seen as an area of outstanding success with significant physical, economic, cultural and social attributes,
- The 'gap' in terms of training, attainment and prosperity, between other more successful areas and those currently in need has significantly narrowed,
- We have confident and cohesive communities where people are actively engaged in the regeneration of their areas.

We will support major initiatives including:

- Delivery of the Inverclyde City Deal projects at the former Inverkip Power Station, Ocean Terminal and Inchgreen
- Roll out various initiatives aimed at stabilising the local population
- Our physical assets and resources are efficiently and effectively managed,
- Our governance and administration arrangements are appropriate for a 21<sup>st</sup> century customer facing organisation
- We continue to implement the Flood Prevention Plan
- We will continue to implement the Roads Asset Management Plan,
- Our recycling performance meets the Scottish Government recycling targets,
- Co-ordinating the 2019/20 Budget process
- Continued implementation of the changes introduced through the Welfare Reform Act
- Implementation of the School Estate Strategy continues
- Development of the Depot Rationalisation programme continues
- Delivery of the refreshed Digital Strategy.

We continue to lead and support significant regeneration and area renewal initiatives with external partner organisations namely, Riverside Inverclyde and other organisations in the Inverclyde Alliance. We will also work alongside other Directorates and Partners to drive forward the delivery of the Inverclyde Outcomes Improvement Plan 2017/22 and the Council's Corporate Statement 2018/22. We will manage the changes introduced by the Welfare Reform agenda supporting the Registered Social Landlords and community during the transition. We will strive to deliver further efficiencies and protect front line services.

This annual review seeks to ensure that we continue to deliver against the Council's well-being indicators and support our vision of a Safe, Healthy, Achieving, Nurtured, Active, Respected and

Responsible and Included Inverclyde. We hope this Plan informs on the key activities, projects and outcomes which are core to the Environment, Regeneration and Resources Directorate.



**Scott Allan - Corporate Director, Environment Regeneration and Resources**

## 2. Strategic Overview

### 2.1 Purpose and scope of the Directorate

The primary role of Environment, Regeneration and Resources Directorate is to bring together those services that support the regeneration of the area together with those that deal with the development and maintenance of the Council's physical assets and infrastructure to promote integrated working and enhance service delivery. To lead and deliver modernisation and continuous improvement across the organisation enabled through robust financial planning and management.

The Directorate is committed to delivering high quality professional and efficient services which are responsive to our customers' needs. To achieve a high standard of customer care and satisfaction through the effective delivery of our services and to deliver best value services to the Council and local stakeholders which provide positive outcomes for our customers. We will continue to listen and respond to our customers ensuring continuous improvement whilst maintaining and building upon strong working relationships with our customers and communities.

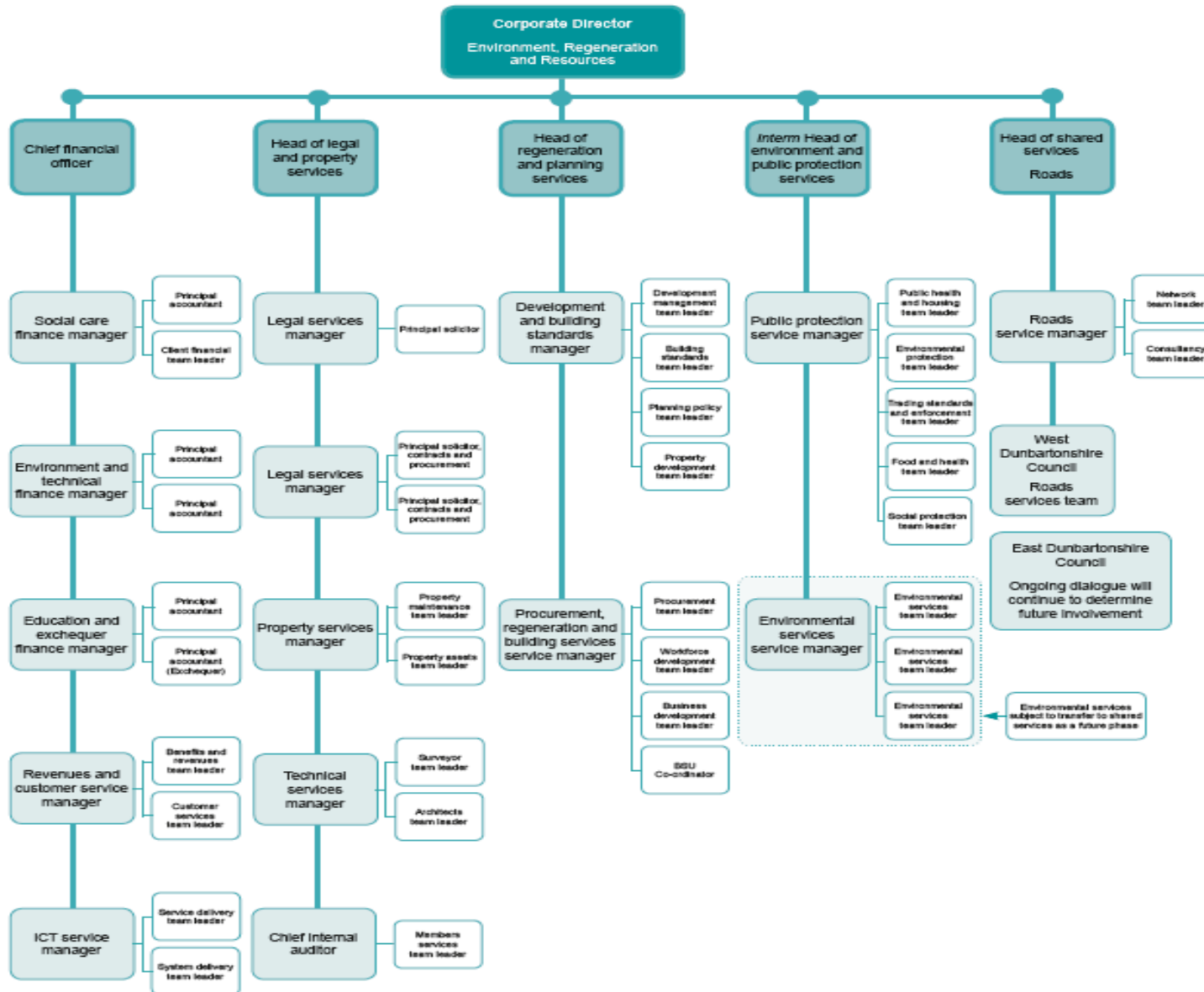
The Directorate comprises four Services:

- Finance
- Legal and Property
- Environmental and Public Protection
- Regeneration and Planning
- Roads Shared Service (in development).

These Services all sit within the Council's vision of a *Nurturing Inverclyde* where we are **Getting it Right for Every Child, Citizen and Community**, working towards the achievement of the wellbeing outcomes, where all our children, citizens and communities are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

The Directorate's management structure is set out on the following page.

# Environment, Regeneration & Resources Management Structure





## 2.2 National and local context

New legislation emerging from the Scottish and UK Governments will directly impact on the nature of the services that the Directorate provides over the next year. New legislation that has come into effect during the life of the Plan includes:

- The Barclay Review (non-domestic rates)
- The Scottish Social Security Act 2018

Legislation that is planned that will impact on this Plan in the coming year:

- Planning Bill
- Climate Change Bill
- Transport Bill
- Warm Homes Bill

The Environment Regeneration and Resources Directorate in common with other Directorates faces a diverse and complex range of challenges and opportunities over the period 2016/19. These will be generated from both a national and a local level. National influences that will affect service delivery include:

- Low Carbon Infrastructure Transition Programme
- The ongoing challenges to stimulate economic growth and address economic inequalities
- Scottish Planning Policy 2
- National Planning Framework 3
- Zero Waste Scotland Strategy
- The Waste (Scotland) Regulations
- Flood Risk Management (Scotland) Act 2009
- Continued support of Business Gateway function within Local Authorities.
- Welfare Reform Act 2012
- The creation of a Scottish Social Security function
- European Structural Funds Programme 2014-2020
- The continued management of Regeneration Funding, with contracted delivery of end to end and specialist employability services.
- Ongoing development of National Training Programmes, including additional resources for targeted Youth Employment activity.
- Health and Social Care Integration
- The Community Empowerment (Scotland) Act
- Nutrition (Scotland) Act
- Local and Parliament Elections (impacts on legislation as well as priorities).

### Public Sector Reform

There has been significant transformation for public services in Scotland in recent years with major reforms being undertaken by the Scottish Government in local government, health, social care and the uniformed services. Public services face serious challenges ahead with the demand for services set to increase dramatically over the medium term, while public spending becomes further constrained. This means that the Council will, in effect, have to achieve more with less.

To manage this, a shift in focus is required towards reducing costs and improving performance. This is a challenging agenda for the Council and the Directorate has a key role to play in helping the Council get it right by improving the local infrastructure, providing support for businesses and developing both front line services and support services which will meet our key priorities and objectives,

The Directorate covers a disparate range of services and this is reflected in the wide range of programmes/projects and improvement actions, which link to all five strategic outcomes listed in the Corporate Plan. Local influences that will affect service delivery include:

## All Services in the Directorate

- Local Outcomes Improvement Plan 2017/22
- Corporate Statement 2018/22
- Equality agenda.
- Public Sector Improvement Framework Actions
- Citizens' Panel Results.

## Environment and Public Protection Services

- Play Area Strategy
- Inverclyde Council Waste Strategy
- Parking Strategy
- External funding – Coastal Communities and Heritage Lottery Fund.
- Roads Asset Management Plan
- Flood Action Plan
- Local Transport Strategy

## Legal and Property Services

- The development and implementation of the Council's Internal Audit Plan
- Business Continuity Planning and Risk Management
- Office Rationalisation Programme
- Depot Rationalisation Programme
- Schools Estate Strategy.

## Finance

- Digital Strategy
- ICT Strategy
- Customer Service Strategy
- Council Financial Strategy

## Regeneration and Planning

- Tourism Strategy
- Inverclyde Economic Regeneration Strategy/Single Operating Plan
- Local Development Plan
- Inverclyde Employability and Inclusion Programme
- Youth Participation Measure
- Inverclyde Community Benefits programme.
- Procurement Strategy

## Regulatory and evaluative bodies

- The Health and Safety Executive
- Audit Scotland
- Scottish Government
- Department of Work and Pensions
- SEPA
- SPSO/Information Commissioner
- Traffic Commissioner
- HMRC
- Ethical Standards Commissioner

These influences will impact on the work of the Directorate in the following key areas:

- The ongoing redevelopment of Inverclyde in partnership with Riverside Inverclyde and Registered Social Landlords.

- Direction of Channel Shift within Customer Services in line with the needs of the community
- The operational governance arrangements for how the Council interacts with its major service providers.
- The completion and ongoing implementation of the Council's Asset Management Plan.
- Improved linkages between social, cultural, economic and physical regeneration in Inverclyde.
- The development of the three identified City Deal projects
- The implementation of the Risk Management Strategy
- Ongoing response to Welfare Reforms

## 2.3 Customer focus

The customer base of the Directorate is varied and wide. It includes all Inverclyde citizens, businesses, third and public sector partners, children and their parents as well as Registered Social Landlords (RSLs). In addition, the Directorate provides support to colleagues within the Council through the functions of Finance, ICT, Legal and Property Services.

Customer engagement takes place through a number of formal and informal routes. In some areas such as the preparation and production of the Local Development Plan there is a statutory obligation to consult with developers and consultants as well as other public sector and third sectors organisations. This is done through correspondence and meetings.

There are regular meetings with the business community to promote business support products and employability opportunities, presentations delivered to local architects and surveyors on changes to planning and building legislation. Face to face engagement with Community Councils and school children to inform the planning of play areas. For all major schools projects extensive consultation takes place with staff, parents and pupils. Waste Collection has been consulting with local residents in advance and their views taken on board when redesigning services such as changes to collection days or methodology. There are a number of planned presentations and information sessions in respect of the overall waste strategy and regular feedback is encouraged and acted on.

Regular presentations and meetings take place with RSLs and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction, this is particularly important as the changes introduced by the Welfare Reform Act 2012 are implemented. The Council's Citizens' Panel receives a questionnaire twice a year; the Directorate makes use of this consultation method, as appropriate. The Customer Service Strategy also highlighted plans to conduct surveys and questionnaires to provide feedback from the community whilst the Digital Strategy recognises the changing requirements of our customers in respect of the way they interact with the Council.

Budget consultation is now embedded and involves Community Meetings, feedback via the Council Website and the use of an on line simulator.

Specific engagement which has taken place with customers includes:

- Customer Service survey carried Sept-Oct 2017 with very positive results on customer satisfaction.
- FMS User Survey (Positive Feedback)

## 2.4 Equality

The Environment, Regeneration and Resources Directorate is committed to ensuring equality of opportunity in everything that it does.


Services carry out equality impact analysis (EIA) on new or significantly changing policies, strategies and procedures, as well as on budget savings. EIAs completed or planned by the Directorate include:

### Completed

- EIA's were carried out in 2018 in respect of the Directorate's budget saving proposals.
- Inverclyde Core Paths Plan
- Inverclyde Local Development Plan: Main Issues Report (MIR) and post MIR
- Proposed Inverclyde Local Development Plan
- Customer Service Strategy
- Discretionary Housing Payments
- Digital Strategy

### Planned

- Economic Regeneration Strategy
- Customer Services Strategy refresh

The Council also has a series of Equality Outcomes and every Service in the Directorate will continue to work towards the achievement of these during the next year. Details of the Council's Equality Outcomes can be viewed here  [Equality and Diversity](#).

The Council's overarching Equality Outcomes are:

1. Inverclyde Council's employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues
2. Inverclyde's children, citizens and communities are able to access our services and buildings with ease and confidence
3. Measures to prevent and eradicate violence against women and girls are making Inverclyde a place where all individuals are equally safe and respected and women and girls can expect to live free from such abuse and the attitudes that perpetrate it
4. There are no barriers in recruitment, training and promotion opportunities for the Inverclyde Council workforce
5. All Inverclyde residents have an opportunity to share in the area's economic growth.

In section 5 of this Plan, there are a number of improvement actions of particular relevance to delivery of the Council's duties under The Equality Act 2010. These have been gathered into the Council's Equality Outcomes document (which can be viewed via the above web link) to show how each service area is working to deliver the general and specific equality duties and work with people with protected characteristics.

The performance management of this document will help the Council to monitor how it is performing towards the achievement of its Equality Outcomes.

## 2.5 Sustainability of the environment

The Directorate supports implementation of the Council's flagship *Green Charter* environmental policy which aims to reduce energy and waste and promote the sustainable use of resources in the Council and across our community. For example, employees are encouraged to use the recycling facilities provided in Council premises or participate in our *Cycle to Work* scheme. The scheme is a Government-approved salary sacrifice initiative which allows staff to hire a bike and accessories to a value of £1,000 for the purpose of cycling to work (or for part of the journey). The project assists employees to reduce journey costs, traffic congestion and pollution; it also helps to support performance of one of our sustainable development performance indicators i.e. *to reduce CO<sub>2</sub> emissions within the scope of influence of the local authority*, also known as our *area-wide emissions*.

The Directorate's Services are encouraged to help the Council reduce its carbon emissions which in turn supports delivery of the Council's Carbon Management Plan. Employees are provided with information to help them reduce their energy consumption in the office, for example, by switching off monitors when not using PCs; turning lights off; buying recycled paper; restricting the use of colour printing; considering the environment before printing any documents and turning taps off after use.

Through the Carbon Management Team the Directorate is educating employees on the importance of recycling office waste, importance of turning off monitors and heating when not in the office. There is a sustainability assessment carried out by procurement for all goods and services over £50,000.

Considerable efforts within the Environment and Public Protection Service are contributing to the Council's and Scotland's sustainability strategies through a number of service areas such as recycling and waste reduction initiatives, newer, cleaner less polluting vehicles, electrical charging points for vehicles, lower energy street lighting, the flood action plan and reduced impact road and pavement repairs.

ICT have introduced a number of initiatives to reduce the Council's energy consumption and therefore reduce our Carbon footprint including energy efficient PCs and servers. The data centres have reduced the number of servers, included energy efficient lighting and fewer and more energy efficient air conditioning units.

ICT have also brought in new models of Multifunctional Devices (printers) – these are more efficient and reduce carbon footprint and emissions. Part of the work on desktop rationalisation is to reduce the number of stand-alone printers across the authority.

Property Services works towards improving the sustainability of the Council's Property Estate in a number of ways including improving the energy efficiency and water use in buildings, incorporating energy generation in projects, specifying timber from sustainable sources and making waste reduction plans compulsory for Council building contracts.

## 2.6 Risk management

The key risks that the Directorate faces include:

- financial - financial pressures are affecting all public sector agencies and the Directorate needs to closely monitor budgets to ensure service delivery remains efficient, effective and value for money;
- reputation – with such a diverse portfolio and front facing services a failure manage delivery or plan for change or could result in adverse publicity and reputational risk ;
- legal and regulatory - potential for lack of support and buy-in could lead to non-compliance with legislation particularly regarding The Equality Act 2010, The Community Empowerment (Scotland) Act and the Statutory Performance Indicators Direction 2015; and

- operational and business continuity - potential for lack of consistency regarding definitions of competitiveness, possible inconsistencies in the roll-out of corporate systems and the potential for failure to implement policies and procedures could all have detrimental impacts on operational and business continuity.

The risk management plan is attached at as Appendix 2.

## 2.7 Competitiveness

Competitiveness is a complex area and not simply an issue of delivering services for the least cost. In the public sector, competitiveness can perhaps be better described as *challenge* and *improvement* as this is what the Directorate requires to do to drive continuous improvement and best value.

The Audit Scotland *Best Value Toolkit 2010: Challenge and improvement* sets out the following definitions:

### **Challenge**

- The organisation has a proven record of adjusting its services as a result of internal or external challenge, achieved with an improvement of services.
- The organisation can justify that its delivery methods, whether in-house or otherwise, offer best value, within the context of its wider objectives.
- As part of its strategic approach to procurement and commissioning it undertakes objective options appraisal to explore and optimise a wide range of contract or partnership options. The organisation understands the impact of its activities on the local economy, and makes decisions based on clear policy objectives.

### **Improvement**

- The organisation continually challenges and improves its performance. It has reviewed, or has plans to review, its services to ensure best value - an improvement programme is in place which takes account of customer and staff feedback and is readily available to citizens. It assigns responsibility, accountability and resources appropriately following improvement reviews.
- It uses the 'four Cs' (Consult, Compare, Challenge, Compete) effectively in reviewing services. Reviews are timely and the council can demonstrate improved outcomes and value for money as a result. Improvements are targeted in line with priorities, and performance indicators and satisfaction measures in reviewed areas are satisfactory or improving.
- It can demonstrate impact through improved service, or governance outcomes, and monitors and regularly reviews the quality and progress of its improvement activity.

Our self-evaluation guidance *Are we Getting it Right for Every Child, Citizen and Community?* supports the Directorate to carry out more robust self-evaluation, using data from a variety of sources which informs the development of improvement actions, including those set out in section 5 of this Plan. A variety of processes are used to gather the data which informs ongoing self-evaluation across the Council and is used to develop and adapt services to better meet the needs of customers.

The benchmarking information derived from the Improvement Service's Local Government Benchmarking Framework (LGBF) will also inform areas where the Directorate will focus attention and carry out further detailed internal analysis, in addition to learning from better performing councils.

The Council is currently involved in a number of LGBF benchmarking family groups around the topics of (Council Tax, Waste and street cleaning). The family group process is used to assess performance, learn from good practice, highlight the Council's own good practice to other authorities and deliver improvement across the councils who make up the groups.

In addition to the LGBF family groups, a number of the Directorate's service areas already participate in well-established benchmarking activity such as:

- Environmental and Public Protection Service – APSE, SCOTS, WMON
- Finance Services – CIPFA, Treasury Management Forum, IRRV, SOCITM
- Regeneration and Planning, SLAED , HOPS, PCA and LABSS

### 3. Summary of Resources

The Directorate's budget for 2018/19 is outlined below.

#### Expenditure and FTE numbers

<u>Service</u>	<u>2018/19</u>		
	<u>Gross Exp</u> <u>£000's</u>	<u>Net Exp</u> <u>£000's</u>	<u>FTE</u>
Director	149	149	1
Property Services	5,765	3,297	35
Environmental and Public Protection	17,663	12,893	316
Regeneration and Planning	6,648	3,588	42
Roads	8,074	3,867	41
<b>Environment and Regeneration Committee Total</b>	<b>38,299</b>	<b>23,794</b>	<b>435</b>
Finance Services	40,787	7,591	150
Legal Services	2,271	1,674	28
<b>Policy and Resources Committee Total</b>	<b>43,058</b>	<b>9,265</b>	<b>178</b>
<b>Directorate Total</b>	<b>81,357</b>	<b>33,059</b>	<b>613</b>



## 4. Self-Evaluation and Improvement Planning

The Audit Scotland Best Value Assurance Report on Inverclyde Council, which was published in June 2017, acknowledged that the Council has a positive culture of improvement and is an organisation that supports innovation. The report findings also include that Inverclyde Council uses self-evaluation consistently with clear links to improvement plans.

The Improvement Plan for the Directorate is attached at section 5. It has been developed based on robust self-evaluation using both formal (such as external audit, inspection reports, validated self-evaluation) and informal self-evaluation techniques (such as service self-assessment). This includes but is not limited to:

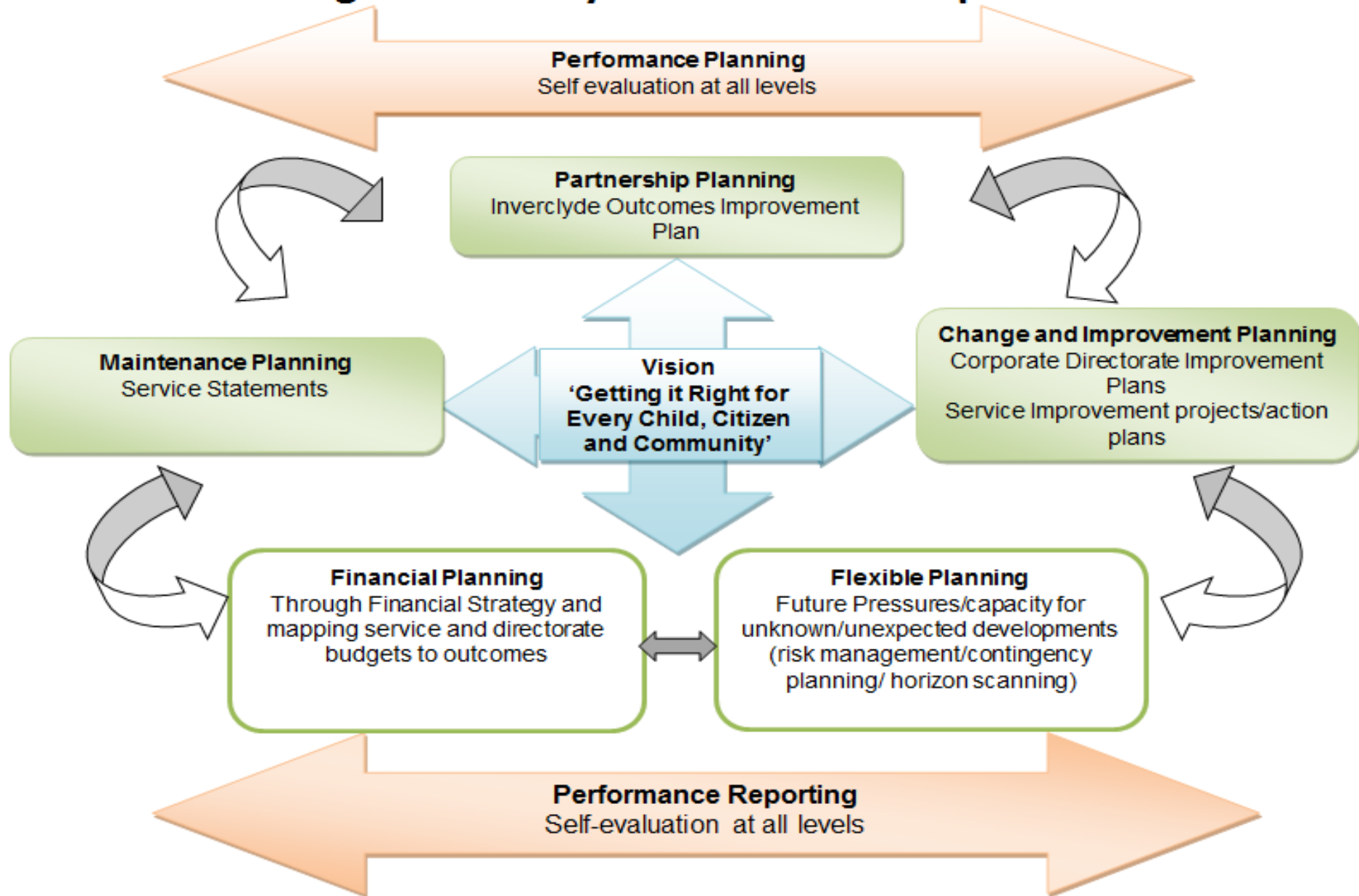
- Annual external audit of accounts.
- Customer satisfaction - performance and risk management.
- Benchmarking via LGBF and professional Benchmarking Groups.
- IRRV local authority income.
- Customers waiting survey
- Audit Scotland - Fraud and Error Report.
- Audit Scotland Benefits Risk
- Public Service Improvement Framework
- Citizen Panel Feedback
- Public Services Network and Cyber Essentials
- Annual Governance Statement - Council, ALEO's
- Police Integrity Model Gap Analysis
- National Report Studies
- Public Performance Reporting
- Quality Assurance Process - Internal Audit,
- APSE Benchmarking
- Society of Chief Officers for Transportation in Scotland
- Risk Register
- Planning Performance Report
- Building Standards Benchmarking
- SLAED Economic Evaluation
- European Commission Validation Check
- Employability Programme
- Business Gateway
- LGSE Grouping

All the Directorate services have undertaken PSIF assessments and prepared an action plan. Assessments were facilitated by trained assessors with input from a variety of staff within each Service. Through the use of our assessors we were able to ensure a high degree of consistency across each Service and building on the shared experiences both across each Service and throughout the Directorate.

By adopting the systematic approach which is embedded in the PSIF process, staff were engaged and able to articulate areas of good practice and service improvement which focused on performance in an open and productive manner.

The diagram on the following page sets out the planning cycle for the Council, including the various levels of planning that take place. All of this requires to be underpinned by self-evaluation. The Corporate Directorate Improvement Plans sit within change and improvement planning but are underpinned by all other aspects of planning, particularly financial planning.

# Planning for Delivery and to Secure Improvement



## 5. Environment, Regeneration and Resources Directorate Three Year Overview

In addition to our Improvement Priorities, there are also aspects of our work which are ongoing – work that is significant, but nonetheless can be classified as *business as usual*. Such aspects of work are captured in the Service Statement and Standards for each service area, and therefore not included in this Plan. Monitoring of the maintenance or *business as usual* activity is undertaken by individual Directorate and Service Management Teams, as well as through the performance reporting under the Council's Statutory Performance reporting, including the Local Government Benchmarking Framework indicators. Additionally, for specific pieces of work, there are other reporting mechanisms to the Council's committees.

The Directorate Year 3 Action Plan is set out as shown below and is broken down into Corporate Improvement Actions, Service Improvement Actions, Capital Projects Improvement Actions and Corporate Governance Improvement Actions.

Section	Actions	Page
5.1	Corporate Improvement Actions	
5.2	Cross Directorate Improvement Actions	
5.3	Service Improvement Actions	
5.4	Capital Projects Improvement Actions	
5.5	Corporate Governance Improvement Actions	

The improvement actions have been mapped to the Council's organisational priorities which are shown below.

Corporate Plan Organisational Priority	Ref
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
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	OP2
To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP3
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP4
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP5
To improve the health and wellbeing of our residents so that people live well for longer.	OP6
To protect and enhance our natural and built environment	OP7
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP8
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP9
To develop motivated, trained and qualified employees who deliver quality services that meet the current and anticipated service needs	OP10

## Successful Learners

## Confident Individuals



## Effective Contributors

## Responsible Citizens

6. Environment, Regeneration and Resources Improvement Plan 2018/19

**Corporate Improvement Actions  
2018/19**

## 6.1 Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Environment, Regeneration and Resources Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Wellbeing Outcome and /or Organisational Priority
CA1	2019/20 Revenue Budget	Significant funding gap to be closed. Officers progressing proposals for Council to consider.	Balanced revenue budget 2019/20 which reflects Council priorities	Officer savings proposals reviewed and updated by the end of September, 2018 for consideration by the MBWG.. Engagement with TUs and partners during process  Balanced budget approved February/March, 2019	Regular updates to Committee, JBG, ECMT	Chief Financial Officer with significant support from CMT.	Contain within existing resources	OP10
CA2	Digital Strategy 2017/20	The Digital Strategy was approved and is being progressed	Progress towards and completion of agreed actions	2017/20 Strategy approved by Committee – June 2017  Updates on progress to every 2 <sup>nd</sup> Committee	Increase in online transactions and customer satisfaction.	Chief Financial Officer	Limited to Earmarked Reserve and Capital Funding allocations	OP10
CA4	ICT Strategy 2017/20	The ICT Strategy was approved and is being progressed.	Progress towards and completion of agreed actions	2017/20 ICT Strategy approved by Committee – June 2017	ICT Systems and equipment meet Service requirements	ICT Service Manager	Contained within existing budgets	OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Wellbeing Outcome and /or Organisational Priority
				Updates on progress to every 2nd Committee	ICT supports DAS and National developments			
CA6	Procurement Strategy	New Procurement Strategy published August 2015. New Strategy will deal with new procurement regulations and aims to meet challenges set within the Procurement and Commercial Improvement Plan (PCIP)	PCIP has replaced PCA. The previous score was 62% which placed the Council on an equal footing with peers. A similar or better performance in PCIP would represent success.	The Procurement Strategy sets out goals and timescales	The first PCIP will be held in September	Corporate Procurement Manager	Contain in existing resources	OP10
CA7	Measuring Impact on Outcomes	In the Audit Scotland recent Best Value Assurance Report for Inverclyde a recommendation was to better identify the extent of impact services/partners expect to make to the overall strategic outcomes and the timeframe, with milestones at key intervals.	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.	In the next Best Value Assurance Report Audit Scotland are assured that Inverclyde is able to demonstrate impact on outcomes for all its children, citizens and communities.	Corporate Director	Within existing resources	OP9
CA8	Change Management	Inverclyde Council, continue to identify a	ERR services have been reviewed and	Continue to meet regularly and	Savings are identified through	Chief Financial Officer	Within existing	OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Wellbeing Outcome and /or Organisational Priority
		<p>variety of ways in which to develop and deliver its services more efficiently.</p> <p>The BVAR recognised the Council's 'Delivering Differently' approach to change management and supported the introduction of 3 Directorate Change Management Groups.</p> <p>3 Change Management Directorate Groups have been established to review progress on all change projects on a monthly basis.</p> <p>The Group is chaired by the Corporate Director and consists of the DMT plus Finance &amp; HR support.</p> <p>Heads of Service are</p>	<p>where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.</p>	<p>progress specific projects.</p> <p>Detailed projects are established.</p> <p>Ongoing work with the Policy and Resources Committee and Members Budget Working Group.</p>	<p>change management process and fed into the budget setting process,</p> <p>Change Management Directorate Group meets regularly.</p>	<p>Corporate Director</p>	<p>resources</p>	



Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Wellbeing Outcome and /or Organisational Priority
		<p>accountable for promoting change management projects and taking necessary action to ensure timeous delivery.</p> <p>Progress reports using a RAG status are submitted bimonthly to the Corporate Management Team.</p> <p>Regular updates are presented to the P &amp; R Committee.</p>						

# **Service Improvement Actions 2018/19**

## 6.2 Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
<b>Environment and Public Protection</b>								
EPP1	EPP Waste Strategy	Recycling targets have been achieved , new diversion targets have been developed by Scottish Government	To develop our strategy and contract arrangements to meet forthcoming recycling and landfill diversion targets.	Market analysis and service provisions and contract review.	Completion of the relevant analysis and development of a procurement plan.	Head of Service	Procurement strategy will go to the market and costs will only be known at that point.	OP 7
EPP2	EPP Roads	Traffic Parking Strategy ongoing into 2018/19.	Expansion of Residents Parking Scheme within Wemyss Bay. Various minor amendments to existing Traffic Regulation Orders. Complete parking survey in Port Glasgow	Implementation of the agreed schemes within 2018/19.	Continuation and delivery of confirmed projects as detailed in update reports to Committee.	Service Manager Roads	Within allocated budgets	OP7 OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
EPP3	EPP – service wide	Councils have agreed to shared services with West Dunbartonshire Council and approved a minute of agreement along with the Strategic Outline Business case and the authority to appoint a lead change officer	Appointment of a lead change officer and the production of a detailed Business Plan	Through joint collaborative working and with partner authority and the successful development of the detailed Business Plan	A staged approach for the detailed Business Plan reported to the joint Committee and tracked against timescales and targets	Lead change officer reporting through Chief Executive's and Corporate directors	Costs will be included within the detailed Business Plan	OP9
EPP4	Home energy efficiency scheme – private homes  Scottish Energy Efficient Programmes – Commercial properties	IC successfully sourced funds from Scottish Government – Home Energy Efficiency Programme Scotland – Area Based Schemes (HEEPS ABS)  Funding for 2017/18 of £1,225,259 has been confirmed from the Scottish Government.  No successful SEEPS programmes have been identified as yet.	Continue collaborative programmes.  Scottish Government introducing “Scottish Energy Efficient Programmes” SEEPS to include commercial properties in collaborative programmes	We will continue working on collaborative programmes to increase the number of properties that are energy efficient.  Promote grant availability and improved energy efficiency to owners  Continue to target ‘difficult to treat’ houses for investment in collaboration with RSLs.  Considering pilot programme for SEEPS funding.	Overall increase in energy efficiency across all tenures	Head of Service	Funded by the Scottish Government and energy suppliers  2016-17 TBC	OP4 OP5

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
EPP5	Tobacco control	Nicotine Vapour Products (NVPs) are currently not covered by the same controls as tobacco products. This will change during 2016 as a number of controls including under-age sales are extended to NVPs.	NVPs are controlled in accordance with new legislation, particularly with regard to under-age sales of these products.	Education and enforcement regarding the new rules relating to NVPs rolled out to all businesses in Inverclyde during 2016.	Test purchase programme to measure the effectiveness of tobacco controls including NVPs in Inverclyde.	Head of Service	Within existing resources	OP6
EPP6	Trusted traders	Work was carried out in Inverclyde to encourage eligible traders to sign up to the Construction Licensing Executive scheme. Unfortunately the CLE folded leaving Inverclyde with no trader assurance scheme.	Consumers in Inverclyde can identify reputable and trustworthy traders in the area. Reputable traders can compete more effectively against rogue traders.	Implementation of a Trusted Trader/ Buy with Confidence scheme in Inverclyde.  Timescale March 2019	Scheme agreed, promoted and accessible to all consumers.	Head of Service	Within existing resources	OP3 OP9
<b>Regeneration and Planning</b>								
RP1	Local Development Plan2	Proposed Local Development Plan	Approved Local Development Plan	Following approved timetable – anticipate approval by April 2019.	Measurement against approved timetable	Head of Service	Within existing budget	OP8
RP2	Improving SME and Local Supplier engagement in	No specific policy that encourages SME or Local suppliers to bid for contracts.	Policy required on inviting SME and local suppliers to bid for quotes and encourages engagement on	On-going monitoring of the success in inviting SME and local supplier to bid for quotes and the numbers who seek the	Increase in the number of local suppliers and SME who have bid for Council contracts.	Corporate Director Environment, Regeneration and Resources	Contain within existing budget	OP3

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
	procurement activity		tendering.	assistance of Supplier Development Programme				
RP3	Regeneration	Single Operating Plan 2016/19 is in place. Review of Riverside Inverclyde to be undertaken,	Implementation of Single Operating Plan 2016/19. Review of Riverside Inverclyde completed.	Through workshops and engagement with key stakeholder groups including Riverside Inverclyde	Regular reports to Committee and Board	Corporate Director	Contained within existing budget	OP3
RP4	Regeneration	<p>Key City Deal projects: areas have been identified and agreed and Strategic Business Case developed for</p> <ul style="list-style-type: none"> <li>Greenock Ocean Terminal</li> <li>Inverkip</li> <li>Inchgreen</li> </ul>	<p>Implementation of projects in respect of Inverkip road infrastructure</p> <p>Implementation of the projects to create a floating pontoon and delivery of a new visitor centre at Greenock Ocean Terminal</p> <p>Progress the Inchgreen project</p>	<p>Detailed Business Cases approval for Ocean Terminal and Inverkip – by March 2019.</p> <p>Strategic Business Case approval for Inchgreen – by December 2018.</p>	<p>Reports on progress will be delivered to the City Deal Project Board</p> <p>Project Monitoring Office – 4 weekly</p> <p>Inverclyde Council Environment &amp; Regeneration Committee</p>	Corporate Director	<p>Strategic Business Case identifies costs of:</p> <p>Greenock Ocean Terminal £14.20m</p> <p>Inverkip £3.25m</p> <p>Inchgreen £9.47m</p>	OP3

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
<b>Finance</b>								
FIN1	Service Accountancy	<p>Difficulties in attracting qualified accountants previously, as a result 2 Finance Officers currently going through Professional Training.</p> <p>FMS reports not always meeting budget holders needs.</p> <p>Concerns over longer term future of FMS</p>	<p>Increase value added professional support to services, improve the budget management by budget holders.</p> <p>Medium term solution for the FMS</p>	<p>Support existing employees through professional training (Summer 2019)</p> <p>Improve management information and improve budget holder self reliance.</p> <p>Continue to participate in Apprenticeship Programme. (From now to 2020)</p> <p>Explore options for extension or replacement of FMS over next 2/3 years</p>	<ul style="list-style-type: none"> <li>Regular monitoring through CFO/Manager meetings</li> <li>Service Budget holder feedback</li> <li>Increase in Qualified employees</li> <li>Ongoing support for FMS or replacement system in place</li> </ul>	CFO/Finance Managers	<p>Training and apprenticeship - £40k/year to 2019 contained in existing budgets</p> <p>Replacement system not costed at this stage, cost will be significant, currently no allowance in capital budgets</p>	OP10
FIN2	Revenues and Customer Services	<p>Processing claims for Housing Benefit (HB) for customers not yet in scope for Universal Credit and changes in circumstances for the current HB caseload as well as processing new applications and changes</p>	<p>Continue to manage the roll out of Universal Credit and the migration of the live load over to UC.</p> <p>Work force which reflects the reducing caseload and demand</p>	<p>Active management of vacancies and release of staff through voluntary severance. Ongoing review of impact on Benefits/CSC workload</p>	<p>Progress monitored via WR Board and through cyclical reports to Committee</p> <p>Analysis of caseload and</p>	CFO and Revs and Customer Services Manager	<p>Welfare Reform earmarked reserve is used to offset one off costs.</p>	OP5

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
		in circumstances for Council Tax Reduction	for SWF/DHP	Timescale from now until 2021/22	ongoing projections of the impact of migration.			
FIN3	Revenues and Customer Services	Billing and collection for Non Domestic Rates reliant on a reducing knowledge base due to retiral of key employee whilst managing the changes expected from the Barclay review.	Successful implementation of the Barclay Review meeting all timescales set out in the Review – Timescale from now until April 2020  Resilient & stable NDR Service via a potential collaboration with one or more councils for the delivery of NDR services	Ensuring knowledge transfer to relevant officers.  Ensure that software upgrades are received, tested and implemented timeously.  Participation in relevant communications with key parties and analysis of cost and capability of potential partners.	Legislative changes including software requirements, in place for annual billing and other changes as they roll out.  Options appraisal and reports to CMT/Committee	CFO and Revenues and Customer Services Manager	Contained in existing budgets for Barclay changes.	OP10
FIN5	Customer Interactions	Most customer interaction is via face to face or telephone contact	Move customers away from traditional costly channels of communication to digital channels	Ongoing development of alternative channels supported by CSC encouraging channel shift.  Development of Citizens Access for Revenues and upgrades to KANA and associated	Reduced transactional costs and shift to using electronic forms, reporting and mobile applications	Revs and Customer Services Manager, Finance Manager (ERR) and ICT Services Manager	Contained with approved budgets	OP1



Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
				systems (Autumn/Winter 2018)				
<b>Legal and Property</b>								
LPS1	Post-Project Evaluation	The Council has developed a post-implementation review process and supporting policies designed to identify benefits realisation and identify any learning from completed projects	The implementation of Post-Project review for completed projects allows the Council to identify benefits realisation and to incorporate learning into new projects going forward.	The post-project evaluation follows a straightforward questionnaire-led approach. Six post-project reviews have commenced and the outcomes will be reported to Committee.	Outcome reports will be provided to the relevant Service Committees for projects reviewed. Port Glasgow Community Campus and St Columba's HS have been completed and 4 other reviews nearing completion.  An annual summary report will be provided to Policy and Resources Committee on evaluations.	Head of Legal and Property Services	For schools and non-school projects, an additional fee charge will be incorporated for consultant appointments into future project cost estimates.	OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
LPS2	REVIT	REVIT is being rolled out across projects on a planned approach. This assists the Council's progress on Business Information Management systems.	The service is able to hold information on a central system which can be accessed by all users across the network.  More meaningful information being available on spend across budgets.	Server has been procured in order to accommodate REVIT storage space requirements.	More management information is available in relation to our properties. Officers from LPS can interrogate systems and extract relevant building information.	Head of Legal and Property Services.	Majority of costs are contained within existing operating budgets.	OP9
LPS3	General Data Protection Regulation	Implemented first phase of GDPR for Council-wide compliance as from 25 May 2018.	GDPR compliance across all services with robust systems for monitoring and review..	Programme of scheduled training for services and Elected Members and continued briefing updates, where relevant, during 2018/19.  Programme of training for Year 1 to June 2019 being managed through Information Governance team.	Regular update and review through CMT with annual reporting to Policy & Resources Committee.	Head of Legal and Property Services.	Contained within service budgets and with specific ear marked reserve for systems procurement and training.	OP9 OP10

# **Capital Projects Improvement Actions 2018/19**

## 6.3 Capital Projects Improvement Actions

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
CP 1	Schools Estate Management Plan	We were concluding the planned phase of investment and following the budget setting process, we are now accelerating the SEMP for completion by 2020.	Fully refurbished school estate to high quality, modern standards.	SEMP investment is fully approved and capacity will be provided by Legal and Property Services with external Hub construction projects where required. Delivery by 2020.	Regular capital programme reports through the annual SEMP review and 2-monthly reports to Service Committee.	Head of Legal and Property Services	Fully funded SEMP financial model	OP7 OP9
CP 2	EPP Roads	RAMP/Capital programme 2013/18 has been fully delivered. Funding for 2018/19 has been allocated to confirmed projects.	Delivery of RAMP/Capital Programme for 2018/19.	Further Projects to be undertaken in 2018/19 using RAMP/Capital– Programme for 2018/19 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.	Continuation and delivery of confirmed projects as detailed in update reports to Committee.	Service Manager Roads	Within allocated budgets	OP9 OP10
CP 3	EPP Roads	Prioritise Identified Flood Prevention Projects.	Full delivery of the remaining projects.	Detailed project list has been confirmed with projects to be delivered 2018-20	Continuation and delivery of confirmed projects as	Service Manager Roads	Within allocated budget	OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Wellbeing Outcome and/or Organisational Priority
					detailed in update reports to Committee.			
CP 4	EPP Burials	Provision of burial space sufficient for 5 years.	Increase burial space availability to 15 years.	Extend existing cemetery within next 2 years.	Feasibility has confirmed the plan to extend Knocknairshill not feasible. Feasibility of alternative sites undertaken.	Head of Service	Subject to completion of feasibility, permissions & procurement phases.	OP9 OP10
CP 5	EPP Cremations	Cremators due for replacement.	Replace cremators while continuing to maintain a cremation service.	Replace cremators within next 3 years.	Feasibility and options appraisal completed and Procurement commenced 2018	Head of Service	Subject to completion of feasibility, options appraisal & procurement phases.	OP9 OP10

## 7. Environment, Regeneration and Resources Directorate Performance Information

Key Performance Measures	Performance				Target 2018/19	Lower limit/alarm	2017/18 Rank/national average (where available)
	2014/15	2015/16	2016/17	2017/18			
Council Tax – In year collection level	94.8%	95.1%	95.3%	95.5%	95.5%	93.7%	
Speed of processing changes in circumstances to Housing Benefit	4 days	5 days	4 days	4days	4 days	6 days	
Speed of Processing new claims for Council Tax Reduction (From November 2016)	N/A	N/A	36 days	30days	34 days	37 days	
CSC – Abandoned Calls - Revenue - General	N/A N/A	N/A N/A	23% 7%	25% 7%	20% 7%	25% 10%	
CSC Complaints	N/A	N/A	38	14	20	30	
CSC Compliments	N/A	N/A	58	81	63	50	
Registrars – Percentage of payments made by debit/credit card	N/A	N/A	N/A	50%	60%	52%	
Percentage of invoices sampled that were paid within 30 days	96.6%	96.5%	96.6%	96.6%	97.13%	95.5%	
ICT Service Delivery Corporate Incident SLA Attainment	94.7%	93.3%	96.74%	90.38%	95%	85%	
ICT Schools Service Delivery Schools Incident SLA Attainment	84.8%	82.4%	90.0%	91.30%	95%	85%	
Category 1 Potholes – Make safe/repair within 24 hours of identification	88%	88%	94.3%	100%	90%	85%	
Category 2 Potholes – Make safe/repair within 7 days of identification	81%	91%	74.5%	98.6%	80%*	75%	

Key Performance Measures	Performance				Target 2018/19	Lower limit/alarm	2017/18 Rank/national average (where available)
	2014/15	2015/16	2016/17	2017/18			
Street Lighting Failed Dark Lamp	87%	91%	89%	85.6%	92%	87%	
Waste Recycling (households)	56%	56%	54%	54%	50%**	47%	
Number of Business/Property Assists	20	20	28	27	25	15	
Percentage of all planning applications decided in under 2 months	89%	89%	90%	88%	90%	80%	
Percentage of householder planning applications decided in under 2 months	97%	99%	95%	96%	95%	90%	
Percentage of building warrants assessed within 20 working days of registration	99%	99%	100%	97%	95%	90%	

\*\* Scottish Government Recycling Target – Service performance is expected to exceed this.

## 7. Appendix 1: Local Planning Priorities

SHANARRI Wellbeing Indicator		Reference
Safe	Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.	<b>S</b>
Healthy	Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.	<b>H</b>
Achieving	Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.	<b>Ach</b>
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.	<b>N</b>
Active	Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.	<b>Act</b>
Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.	<b>R</b>
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.	<b>I</b>

IOIP Strategic Priority	Ref
Inverclyde's population will be stable and sustainable with an appropriate balance of socio-economic groups that is conducive to local economic prosperity and longer term population growth	SP1
There will be low levels of poverty and deprivation and the gap in income and health	SP2



between the richest and poorest members of our communities will be reduced	
Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.	SP3

<b>Corporate Plan Organisational Priority</b>	<b>Ref</b>
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP2
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	OP3
To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP4
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP5
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP6
To improve the health and wellbeing of our residents so that people live well for longer.	OP7
To protect and enhance our natural and built environment	OP8
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP9
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP10

## 8. Appendix 2: Risk Register

Corporate Directorate Improvement Plan: Environment Regeneration and Resources									
<b>Risk Status 2018/2019 Activity</b>									
Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
All	1	F	There is a risk that as resources have been reduced and as more central direction is given on priorities that the Directorate may not be able to deliver actions within the resources outlined thus slowing down improvement delivery	2	3	2	6	DMT	Regular review of capacity and priorities via CDIP reports to Committee.  Financial Budget has been set for 2016/2017.
All	2	F R LR OC	The ability to retain and/or recruit suitably qualified staff into key roles may impact on the delivery of actions detailed within the Directorate Plan.	3	3	1	9	DMT	Regular review of capacity and priorities via CDIP reports to Committee.
FIN1-FIN3	3	LR	There is a risk that the pace of changes within Revenues and Customer Services will change due to external factors thus leading to abortive work , duplication and uncertainty for customers and employees	3	3	1	9	CFO/ Revs & Customer Services Manager	Regular attendance at external briefings via COSLA /Professional Groups etc and sharing information with peers.