Agenda

Meeting of
Shared Services Joint Committee

Date: Tuesday, 21 May 2019

Time: 10:00

Venue: Civic Space,
               Council Offices, 16 Church Street, Dumbarton

Contact: Christine McCaffary
               Tel: 01389 737186– christine.mccaffary@west-dunbarton.gov.uk

Dear Member

Please attend a meeting of the **Shared Services Joint Committee** as detailed above. The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

sustainable thriving achieving
East Dunbartonshire Council
www.eastdunbarton.gov.uk

West Dunbartonshire COUNCIL

Inverclyde
Council

Distribution:-

West Dunbartonshire Council	Inverclyde Council	East Dunbartonshire Council
Councillor Iain McLaren (Chair) Provost William Hendrie Councillor David McBride Councillor Lawrence O'Neill	Councillor Christopher Curley Councillor Graeme Brooks Councillor Michael McCormick Councillor Ronnie Ahlfeld	Councillor Alan Moir Councillor Andrew Polson Councillor Gordan Low Councillor Vaughan Moody
Joyce White, Chief Executive Angela Wilson, Strategic Director of Transformation & Public Service Reform Ronnie Dinnie, Strategic Lead – Environment & Neighbourhood Peter Hessett, Strategic Lead – Regulatory	Aubrey Fawcett, Chief Executive Gerard Malone, Head of Legal & Property Services Scott Allan, Corporate Director – Environment, Regeneration & Resources	Gerry Cornes, Chief Executive Ann Davie, Depute Chief Exec / Education, People & Business Thomas Glen, Depute Chief Executive / Neighbourhood & Corporate Assets Karen Donnelly, Chief Solicitor & Monitoring Officer

Date of issue: 15 May 2019

SHARED SERVICES JOINT COMMITTEE
East Dunbartonshire, Inverclyde and West Dunbartonshire Councils

TUESDAY, 21 MAY 2019

<u>AGENDA</u>

1   APOLOGIES

2   DECLARATIONS OF INTEREST

Members are invited to declare if they have an interest in any of the items of business on the agenda and the reason for such declarations.

3   MINUTES OF PREVIOUS MEETING **5 - 7**

Submit for approval as a correct record the Minutes of Meeting of the Shared Services Joint Committee held on 11 January 2019.

4   ROADS AND TRANSPORTATION UPDATE **9 – 74**

Submit report by the Shared Head of Service providing an update on progress of the Roads and Transportation Shared Service.

5   FLEET, WASTE AND GROUNDS BUSINESS – **75 – 78**
     CASE DEVELOPMENT

Submit report by the Shared Head of Service providing an update of progress in the information gathering and development of the Fleet, Waste and Grounds Business Case.

EAST DUNBARTONSHIRE, INVERCLYDE AND
WEST DUNBARTONSHIRE COUNCILS'
SHARED SERVICES JOINT COMMITTEE

At the Meeting of the Shared Services Joint Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Friday, 11 January 2019 at 2.00 p.m.

Present:	**East Dunbartonshire Council:** Councillors Gordan Low, Alan Moir, Vaughan Moody and Andrew Polson.
	Inverclyde Council Councillors Graeme Brooks and Christopher Curley.
	West Dunbartonshire Council: Provost William Hendrie and Councillors Iain McLaren, David McBride and Lawrence O'Neill.
Attending:	**East Dunbartonshire Council:** Thomas Glen, Depute Chief Executive / Neighbourhood & Corporate Assets.
	Inverclyde Council: Aubrey Fawcett, Chief Executive; Scott Allan, Corporate Director – Environment, Regeneration & Resources.
	West Dunbartonshire Council: Angela Wilson, Strategic Director – Transformation & Public Service Reform; Richard Cairns, Strategic Director – Environment & Neighbourhood; Peter Hessett, Strategic Lead – Regulatory; Gail MacFarlane, Shared Head of Service; and Christine McCaffary, Senior Democratic Services Officer.
Apologies:	Apologies for absence were intimated on behalf of Councillors Ronnie Ahlfeld and Michael McCormick.

Councillor Iain McLaren in the Chair

CHAIR'S REMARKS

Councillor McLaren, Chair, welcomed everyone to the meeting. He extended his thanks to the former Chair, Councillor Gordan Low, for his contributions to the Committee and further advised that Councillor Michael McCormick, Inverclyde Council, would be taking up the position of Vice Chair.

Councillor McLaren then welcomed and introduced Gail MacFarlane to those present, advising that Ms MacFarlane had been appointed recently to the post of Shared Head of Service across Inverclyde and West Dunbartonshire Councils.

The Chair then invited introductions from all those present.

DECLARATIONS OF INTEREST

It was noted that there were no declarations of interest in any of the items of business on the agenda.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting held on 18 August 2017 were submitted and approved as a correct record.

UPDATE ON DETAILED BUSINESS PLAN FOR ROADS AND TRANSPORTATION COLLABORATION AND AGREEMENT BETWEEN INVERCLYDE COUNCIL AND WEST DUNBARTONSHIRE COUNCIL

A report was submitted by the Corporate Director – Environment, Regeneration & Resources, Inverclyde Council providing an update on the actions taken since the last meeting and the progress of the detailed business plan for shared roads and transportation services between Inverclyde and West Dunbartonshire Councils.

Having heard the Corporate Director further and in answer to questions from a Member, the Committee agreed:-

(a)   to note the progress that has been made in respect of the appointment of a shared Head of Service across the roads and transportation services in Inverclyde and West Dunbartonshire;

(b)   to note the intention to develop strategic business cases for collaboration across wider service areas; and

(c)   to authorise lead officers to progress engagement with East Dunbartonshire Council with a view to developing proposals for a strategic partnership.

FUTURE JOINT COLLABORATION – WEST DUNBARTONSHIRE, INVERCLYDE AND EAST DUNBARTONSHIRE COUNCILS

A report was submitted by the Strategic Director – Transformation & Public Service Reform, West Dunbartonshire Council providing an update on the progress to identify potential opportunities for joint collaboration.

The Strategic Director advised the Committee that Chief Executives and senior officers would continue to work together and explore opportunities for joint working, and that Committee, would be kept up-to-date with progress and communication / negotiation with Trades Unions and employees undertaken as appropriate.

Following questions from Members', the Committee agreed:-

(a)   to note that the recent appointment of the Shared Head of Service across Inverclyde and West Dunbartonshire Councils will enable the development of further strategic options appraisal for the remaining environmental and neighbourhood front line service areas, namely:-

- Grounds and greenspace
- Waste and environmental services
- Fleet and transportation

(b)   to note that the Committee, Trades Unions and work force would be kept up-to-date; and

(c)   otherwise to note the contents of the report.

PRESENTATION ON SHARED HEAD OF SERVICE REMIT

A presentation was given by the Shared Head of Service of Inverclyde and West Dunbartonshire Councils on the anticipated outcomes from her remit.

She provided an overview of the strategic objections; shared service development; workforce review and the next steps to be taken.

She spoke of an ageing workforce; the potential opportunities for graduates and apprenticeships; her aim to build relationships with staff by being visible in both Councils and her plans for workforce briefings and workshops.

Following questions from Members, the Chair thanked the Shared Head of Service for her informative presentation.

The meeting closed at 2.35 p.m.

Shared Services Joint Committee

Report by Gail Macfarlane, Shared Head of Service

21 May 2019

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Subject: Roads and Transportation Update

1.   Purpose

1.1   The purpose of this report is to update the committee of progress of the Roads and Transportation Shared Service.

2.   Recommendations

2.1   It is recommended that the Committee note the contents of the report.

3.   Background

3.1   The Shared Head of Service – Roads and Transportation commenced on the 7 January 2019. The postholder leads the Roads and Transportation Service within both West Dunbartonshire and Inverclyde Councils. East Dunbartonshire Council is a Strategic Partner.

3.2   The 2019/20 financial and workforce resource is as follows:

2019/20	Net Revenue	Capital	Headcount
Inverclyde Roads Service	3,664,750	3,410,000	51
West Dunbartonshire Roads Service	3,634,884	16,916,000	92 (includes school crossing patrollers x46)

Both Councils have been awarded funding from Strathclyde Partnership for Transport:

Inverclyde Council   £1,110,000
W. Dun Council   £770,000

The Shared Service will aim to maximise external funding opportunities.

3.3   At the Joint Committee held on the 11 January 2019 a presentation was considered in relation to the proposed approach to delivery of the collaborative operational model.

3.4   This report provides an update on progress in developing and delivering the Roads and Transportation Shared Service.

4. Main Issues

4.1. Following commencement of the Shared Head of Service work has been undertaken to review the following:

Governance Structure;
Structures and Workforce;
Revenue and Capital Budgets;
Operational Service Delivery;
Team Development and Engagement; and
Identify Early Wins and Efficiencies.

4.2 Both Councils have an existing governance structure in place for the delivery of the Roads and Transportation services. Additional governance of the shared service has been introduced and is implemented through regular meetings with the Chief Executives, Lead Officers, Roads Management teams and the wider Roads teams.

The Service Plans for both Councils have been developed and presented to Council for consideration and approval. A copy of each has been attached for information.

4.3 The review of both structures has identified the following:

- Aging demographic of workforce;
- Single points of failure; and
- Upskilling and training opportunities.

Both West Dunbartonshire and Inverclyde Councils have an aging workforce which reflects the national picture. The development of a workforce plan is underway to determine a phased approach to shape a workforce fit for the future and provide resilience.

4.4 All councils continue to experience budget challenges and this situation are expected to continue. Revenue and capital budget management is in place through regular meetings with colleagues within each Council's internal finance teams. The delivery of budget savings and management adjustments for 2019/20 is regularly monitored and the development of budget saving proposals for consideration by Elected Members is now underway.

Regular reviews are being carried out of contracts nearing end of term and of forthcoming contract requirements to identify any opportunities.

4.5 A review of the operational service delivery is in progress to deliver the following:

- Maximise in-house service delivery;

- Best value;
- Winter Planning; and
- Continue compliance following changes in legislation/guidance.

4.6   A number of joint workshops have been held with additional scheduled. These are in place to facilitate shared learning and support the adoption of best practice. To date the teams have considered collaborative working opportunities, identified early wins and discussed challenges. The forthcoming workshop topics have been shaped through feedback from the teams.

A team building event for the shared service is scheduled for June.

4.7   The following early wins and efficiencies have been identified and delivered:

- Representation of both councils with external partners such as City Deal Transport Group, Sustrans and Strathclyde Partnership for Transport etc;
- Collaborative attendance of Officers at Strathclyde Partnership of Transport Liaison Group and RAUC local and national meetings to provide resilience;
- Introduction of a joint quarterly meeting with Transport Scotland;
- Learning from Depot Rationalisation Project and depot visits;
- Shared Training; and
- Joint Review of current policy/process to reflect Code of Practice/Legislation Changes.

A review of training requirements and timelines is underway to identify opportunities.

In addition East Dunbartonshire Council has provided key training and guidance to West Dunbartonshire Council officers in relation to reporting requirements for the Roadworks Commissioner.

5.   Options Appraisal

5.1   There is no options appraisal required with this report.

6.   People Implications

6.1   There are no people implications with this report.

7.   Financial and Procurement Implications

7.1   There are no financial or procurement implications with this report.

8.   Risk Analysis

8.1   There is no requirement to undertake a risk analysis at this time.

9.   Equalities Impact Assessment (EIA)

9.1   An EIA is not required for this report.

10.   Environmental Sustainability

10.1 There are no environmental implications with this report.

11.   Consultation

11.1 Consultation is not required with this report.

12.   Strategic Assessment

12.1 Joint working supports the delivery of Council's strategic priorities of the Council.

Gail Macfarlane
Shared Head of Service,
West Dunbartonshire and Inverclyde Council
Date: 13 May 2019

Person to Contact:	Gail Macfarlane – Shared Head of Service Gail.macfarlane@inverclyde.gov.uk gail.macfarlane@west-dunbarton.gov.uk
Appendices:	Appendix 1: Inverclyde Council - Corporate Directorate Improvement Plan 2019/22 Appendix 2: West Dunbartonshire Council – Roads & Transportation Delivery Plan 2019/20
Background Reports	None
Wards Affected:	All

Environment, Regeneration and Resources

Corporate Directorate Improvement Plan 2019/22

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 formacie audio.

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਰਾਡ 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۔

Corporate Director - Environment Regeneration and Resources, Inverclyde Council, Municipal Buildings, Greenock, PA15 ILY.

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1. Introduction by Corporate Director, Environment Regeneration and Resources

On behalf of the Environment, Regeneration and Resources Directorate, I am pleased to present our Corporate Directorate Improvement Plan (CDIP) 2019/22. This Plan sets out the strategic direction for the Directorate, including key projects, programmes and improvement actions that we intend to deliver over the next three years.

The Directorate encompasses a diverse range of services that work together and with our partners to deliver better outcomes for the residents of Inverclyde, as well as ensuring that the Council manages it resources and assets efficiently and effectively. It supports and contributes to the delivery of the strategic priorities in the Inverclyde Alliance's Outcomes Improvement Plan 2017/22 and the Inverclyde Council's Corporate Plan 2018/22, as well as the delivery of the shared wellbeing outcomes to ensure that all our residents are Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included.

Our improvement actions have been developed following a comprehensive review by all services of what the Directorate should seek to achieve in the next three years, building on our successes and identifying the challenges and risks that lie ahead in this period.

One of our responsibilities is to lead and support significant regeneration initiatives with external partners, the biggest of which is the Glasgow City Region City Deal. '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, one of the largest City Deals in the UK. The delivery of 'City Deal' is a vital element of the longer term regeneration of Inverclyde and across the city region.

A particular challenge in regenerating the local economy 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.

Perhaps the most significant challenge for the Directorate in the coming years however will continue to be the delivery of high quality services with a reduced budget. We will strive to deliver further efficiencies and protect front line services. In doing this, we will explore options around, and the feasibility of, delivering shared services with other Councils, including the delivery of roads and transportation services in partnership with West Dunbartonshire Council.

This Plan will build on the achievements of the Directorate to date, including the delivery of the School Estate Management Plan; the development of the Local Development Plan 2; the implementation of a Cyber Resilient Action Plan for the Council; supporting sound financial management within the Council, record levels of Council Tax collection, the successful implementation of GDPR and improving the procurement rates for local suppliers, which helps to strengthen the local economy. Despite the challenges that lie ahead, I am confident that the Directorate will deliver many more successes in the coming years.

I hope this Plan gives you an insight into the work the Environment, Regeneration and Resources Directorate and the key improvement activities, projects and outcomes we seek to deliver over the next three years and I look forward to updating you on our progress.

Scott Allan, Corporate Director, Environment Regeneration and Resources

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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;
- to ensure the development and maintenance of the Council's physical assets and infrastructure with the aim of delivering integrated working and enhanced service delivery; and
- to lead and deliver modernisation and continuous improvement across the whole organisation, enabled through robust financial planning and management.

In March 2018 the Council agreed a new management structure for the Directorate. The changes took effect from April 2018 and will be implemented on a phased basis, with the final changes completed post 2020. As part of this, Inverclyde Council is currently progressing collaboration with West Dunbartonshire Council. A Head of Service has been appointed to strategically lead Roads and Transportation services in the two Councils. Strategic Business Cases are being developed for wider front line services with the intention of widening the extent of shared senior management and collaboration. This approach will enhance resilience across the two Councils and drive efficiencies.

The current Directorate structure consists of five Services:

- Finance
- Legal and Property
- Environmental and Public Protection
- Regeneration and Planning
- Roads Shared Service

Our 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.

We are committed to delivering high quality, professional and efficient services which are responsive to our customers' needs. We aim to achieve a high standard of customer care and satisfaction through the effective delivery of services which result in positive outcomes for our customers, whether this be other Council services or all residents of Inverclyde.   Examples of Directorate achievements in 2018 include:

- The appointment of a shared Head of Service with West Dunbartonshire Council
- Successful integration of services following a management restructure
- The development of the Local Development Plan 2
- There has been significant progress in the implementation of GDPR across the Council
- Supporting colleagues to achieve better outcomes for children and vulnerable adults
- Supporting colleagues in the implementation of the 1140 hours for early years
- Significant progress has been made on flat acquisitions and the serving of Housing Orders as part of the regeneration of Clune Park.
- Completion of the Audit Plan / Annual Governance Statement
- An improvement in the procurement rates for local suppliers
- Achieving record levels of Council Tax collection
- The delivery of qualification free annual accounts
- The approval of a Cyber Resilience Action Plan for the Council
- The completion of a new marriage suite
- The delivery of external funding projects
- The implementation of the LED programme replacement and Electric Charging Vehicles
- Delivery of the 2018/19 Employability programme which supported 1,500 residents
- Support provided to 250 local businesses through Business Development

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- Completed a review of Economic Regeneration activities in Inverclyde
- Successful delivery of the Capital Programme including the School Estate Management Plan, the Property Asset Plan and the Roads Asset Management Plan
- Delivered over £1 million of SPT funded projects
- Delivered the Baker Street alignment through appointing Ri as agents
- Progressed Ocean Terminal and Inverkip City Deal projects to Final Business Cases
- Delivery of a new Repopulation Action Plan through Inverclyde Alliance
- Approval of Strategic Housing Investment Plan

Looking forward to the next three years, the Directorate will deliver on major initiatives including a centralised model within the Council for the delivery of economic regeneration, delivery of City Deal projects at Ocean Terminal, Inverkip and Inchgreen and the further development of our collaboration with West Dunbartonshire across wider front line services. Delivery of the Clune Park Masterplan as part of the Strategic Housing Investment Plan will be a core priority. A particular corporate challenge will be the delivery of a balanced three year budget covering 2020/21 and 2022/23.

We will continue to listen and respond to our customers, aiming to deliver continuous improvement whilst maintaining and building upon strong working relationships with our customers and communities.

More detail on the management structure and the Services within the Environment Regeneration and Resources Directorate is provided on the following page.

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Environment, Regeneration and Resources

Chief Financial Officer

- Strategic Finance
- All Directorates Finance & Accountancy (Account Management)
- Budgeting
- Special Project Finance
- Statutory Group Accounts
- Creditors
- Insurance
- Treasury Management
- Council Tax Reduction
- Revenues
- Debt Recovery
- Housing Benefits
- Customer Service
- Customer Contact Centre
- ICT Operation and Support
- Corporate Business Systems
- ICT Strategy
- Modernisation/Channel Shift
- Registration Services
- Scottish Welfare Fund

Legal and Property Services

- Asset Management / Property Estates
- Legal Services
- Administration
- Licensing
- Litigation
- Contracts & Conveyancing
- Courts
- Members Support
- Civic Service
- Committee Support
- Community Council Liaison
- Democratic Process
- Election Management
- Information Governance
- Standards Commission
- Internal Audit
- Risk Management & Business Continuity
- Property energy management & efficiency
- SEMP
- Capital Project Management

Regeneration and Planning Services

- Structure / Local Plan
- City Deal
- Planning Policy
- Employability / Employment
- Building Standards
- Development Management
- Green Charter
- Corporate Procurement
- Procurement Strategy
- Conservation / Access
- Commissioning
- Industrial / Commercial Lets
- Social Enterprise / Third Sector Development
- Business development
- Building Services Unit

Interim Head of environment and public protection services

- Public health
- Housing
- Environmental Protection
- Trading Standards and Enforcement
- Food and Health
- Social Protection
- Parking Enforcement
- Waste Management
- Waste Strategy
- Refuse Collection
- Recycling
- Civic Amenities
- Grounds maintenance
- Burial Grounds
- Street Cleaning
- Fleet and vehicle management
- Public conveniences

Head of Shared Services Roads

- Roads repairs maintenance and management
- Design
- Street lighting
- Traffic lights
- Winter maintenance
- Bridge maintenance
- Flood prevention
- Gully emptying
- Parking Strategy
- Traffic management
- Transport Strategy

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2.2   National and local context

In common with all public sector organisations, the Environment Regeneration and Resources Directorate faces a diverse and complex range of challenges and opportunities over the period 2019/22, generated at both a national and local level.

New legislation emerging from the Scottish and UK Governments will directly impact on the nature of the services that the Directorate provides in future years. Legislation and national policy that will impact on this Plan in the coming years include:

- UK withdrawal from the European Union
- Local Governance Review
- Local Government Election 2022
- GDPR / Data Protection Act 2018
- The Barclay Report: Non-domestic rates review
- Social Security (Scotland) Act 2018
- Health (Tobacco, Nicotine etc. and Care) (Scotland) Act
- Transport (Scotland) Bill
- Well Maintained Highways new Code of Practice
- Planning (Scotland) Bill
- Waste Scotland Regulations 2012
- Purchase to Pay legislation
- Community Empowerment Act

One of the most significant challenges facing the Directorate will be tackling the funding gap and delivering a sustainable budget in future years, whilst at the same time, trying to maintain high quality services. To achieve this, further efficiencies will need to be identified at a time when the scope to do so within services has become increasingly limited.

Our employees are our greatest asset and effective succession planning and workforce development will be vital to help meet the challenges that lie ahead. The Directorate has undergone a substantial reduction in staffing in recent years which resulted in an increased workload for remaining employees. Added to this is that some parts of the Directorate have a predominantly older workforce, which will result in loss of expertise in future years as employees retire from the organisation. This means that there needs to be a focus on upskilling existing employees in order to meet current and anticipated service needs.

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), Community Councils and other groups.   In addition, the Directorate provides support to colleagues within the Council through the functions of Finance, ICT, Procurement, Legal and Property Services.

Our customer engagement takes place through a number of formal and informal routes e.g. in some areas, such as the preparation and production of the Local Development Plan 2, 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 as well as engagement with local architects and surveyors at times of change to planning and building legislation.

For all major schools projects, extensive consultation takes place with staff, parents and pupils. Customer engagement is also carried out in advance of changes to waste management services and customer views taken on board when redesigning services.

Regular presentations and meetings take place with Registered Social Landlords and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction.

The Directorate also makes use of the Council's Citizens' Panel which is issued twice a year.

The Customer Service Strategy includes carrying out surveys and questionnaires to gather feedback from service users, whilst the Digital Strategy recognises the changing requirements of our customers in respect of the way they interact with the Council.

The Directorate leads on budget consultation with the public, which is now well embedded and involves Community Meetings, feedback via the Council Website and the use of an on-line budget simulator.

Specific areas of consultation carried out within the past year include:

- Community Councils
- Parking strategy
- Annual audit planning process
- Inverclyde Licensing Forum and Taxi liaison
- Satisfaction questionnaires (post-work)
- FMS user survey
- Customer Service Centre Survey
- Local Development Plan 2

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. All budget savings were subject to an EIA in 2018/19.

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.

2.5   Sustainability of the environment

The Directorate supports the delivery of the Council's *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.   This helps to support improved performance in one of our sustainable development performance indicators i.e. *to reduce CO_2 emissions within the scope of influence of the local authority*, also known as our *area-wide emissions*.

The Directorate makes a significant contribution to the Council's and Scotland's sustainability strategies in 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**.** In addition, ICT have introduced a number of initiatives to reduce the Council's energy consumption and thereby reducing our Carbon footprint, including energy efficient PCs, whilst 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 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; 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. Opportunities exist to act in a more corporate manner across Directorates in order to reduce risks and these will be explored over the life of this plan.

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.

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 and the Directorate participates in the LGBF benchmarking family groups where appropriate. The family group process is used

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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

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3. Summary of Resources

The Directorate's budget for …….. is outlined below.

Service	**20**		
	Gross Exp £000's	**Net Exp £000's**	**FTE**
Director			
Property Services			
Environmental & Public Protection			
Regeneration & Planning			
Roads			
Environment & Regeneration Committee Total			
Finance Services			
Legal Services			
Policy and Resources Committee Total			
Directorate Total			

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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.
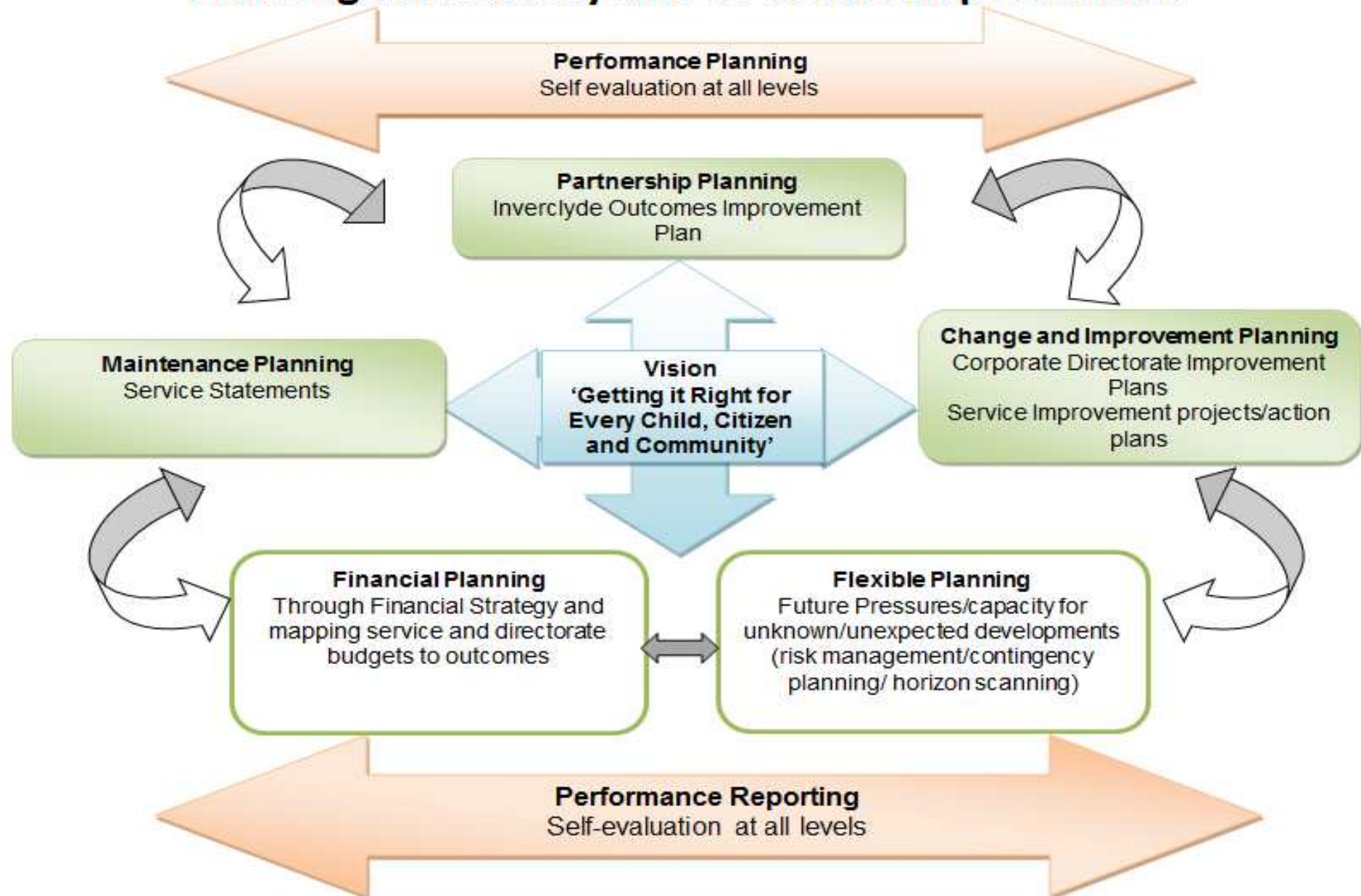
The Improvement Plan for the Directorate for 2019/22 is attached at section 5. It has been developed based on robust self-evaluation using both formal (such as external audit, inspection reports, validated self-evaluation) and informal self-evaluation techniques (such as service self-assessment). This 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
- 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 assessment in the past two years and prepared an action plan. 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.

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Planning for Delivery and to Secure Improvement

Performance Planning
Self evaluation at all levels

Partnership Planning
Inverclyde Outcomes Improvement Plan

Maintenance Planning
Service Statements

Vision
'Getting it Right for Every Child, Citizen and Community'

Change and Improvement Planning
Corporate Directorate Improvement Plans
Service Improvement projects/action plans

Financial Planning
Through Financial Strategy and mapping service and directorate budgets to outcomes

Flexible Planning
Future Pressures/capacity for unknown/unexpected developments (risk management/contingency planning/ horizon scanning)

Performance Reporting
Self-evaluation at all levels

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5.   Environment, Regeneration and Resources Directorate Three Year Improvement Plan

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. A specific focus will be given to performance indicators which fall into the third or fourth quartile, with a view to improvement or understanding the reason behind the performance.

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

Each improvement action is aimed at helping to deliver at least one of 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

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Successful Learners

Confident Individuals

Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to support achievement in educational establishments, work, leisure or the community.

Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.

Achieving

Nurtured

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.

Healthy

Active

Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth & development.

Getting it Right for Every Child, Citizen and Community

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.

Safe

Respected

Citizens are respected and share responsibilities. They are involved in decision making and play an active role in improving the community.

Included

Responsible

Overcoming social, educational, health and economic inequalities and being valued and understood as part of the community.

Citizens are respected and share responsibilities. They are involved in decision making and play an active role in improving the community.

Effective Contributors

Responsible Citizens

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Where an action is a Corporate Improvement Action or a cross Directorate Improvement Action, it has been allocated to the service function that has overall responsibility for its delivery.

3 Year Improvement Plan Overview

Environment & Public Protection	Corporate Plan Priority
Clune Park Regeneration	OP7 , OP9
Contracts – Residual Waste	OP7, OP9
Mobile Working	OP9
Home Energy Efficient Programmes for Scotland (HEEPS)	OP4, OP6, OP9
Depot Rationalisation	OP9, OP10
Strategic Housing Investment Plan	OP4, OP6, OP7
Capital Projects	OP9
Finance	**Corporate Plan Priority**
Financial Management System Review	OP9
Welfare Reform – Employees	OP4, OP9, OP10
2020/23 Budget	OP9
Collaboration – Non domestic rates	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
Legal and Property Services	
Asset Management Strategy	OP7, OP9
Information Governance	OP9
Partnership Working	OP9, OP10
Elections	OP10
Licensing Regime	OP9
Regeneration and Planning	

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3 Year Improvement Plan Overview	
Integration of Economic Regeneration Activities	OP9, OP10
City Deal	OP1, OP3, OP7
Small and Medium Sized Enterprises (SME) Activity	OP3
Local Development Plan 2	OP1, OP7, OP8
Planning (Scotland) Bill	OP2, OP7
Digital Planning	OP9
Town Centre Regeneration	OP1, OP3, OP7
Collaboration (Roads & Transportation)	
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Mobile Working	OP9
Sustainable Travel	OP6, OP7
Roads Network / Transport Infrastructure	OP3, OP7, OP9
Capital Projects	
All Services	
Management Restructure	OP9, OP10
Measuring impact on outcomes	OP9
Change Management	OP9
Workforce / Succession Planning	OP10

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Corporate Improvement Actions
2019/22

5.1 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?	Link to Corporate Plan priority
CA1	**FMS Review / Replacement**	The current FMS contract has been extended to 2022	Conduct a review to determine whether to further extend the FMS contract or have a transition plan in place	Supplier engagement and discussions with other local authorities by the end of 2019/20.	Review concluded and report approved by CMT/Committee.	Chief Financial Officer	Extension of system – increased revenue costs Replacement of system – potentially significant capital costs	OP9
CA2	**2020/23 Budget**	The Scottish Government has announced that it will set a three year budget covering 2020/23. The Council has no formal plans agreed as yet.	To develop a balanced three year budget that has been approved by Council.	Initial three year budget developed by March 2020. Calculate funding gap by December 2019. Regular meetings of the MBWG and Joint Budget Group	Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee	Chief Financial Officer	Within existing resources	OP9
CA3	**Integration of Economic Regeneration Activities**	Revised operating model for Regeneration has been approved by Committee	Revised Operating Model fully implemented by July 2019	Internal project Board formed to oversee delivery.	Monitor progress towards the achievement of project milestones.	Corporate Director and Ri	Contained within Council resources	OP3
CA4	**Asset Management Strategy**	The Inverclyde Council Corporate Asset Management Strategy 2016/18 requires to be	The capital asset management plan is updated to fully reflect current position and	A co-ordinated approach will be implemented to update the current	Approval of Corporate Asset Management Strategy at	Head of Legal and Property Services	Contained within existing budget.	OP7 OP9

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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?	Link to Corporate Plan priority
		refreshed to reflect the current position.	links to supporting plans which have been developed.	plan by November 2019.	Committee. Implementation of Strategy.			
CA5	**Information Governance**	The Council's Freedom of Information Policy was last formally reviewed in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses. A training programme for officers is also needed.	The Council's Freedom of Information Policy and associated guidance to officers is updated.	Freedom of Information Policy and procedures are updated to reflect current practice. Information Management System to manage FOI requests is implemented. A corporate training programme is established. March 2020.	Finalised Freedom of Information Policy and associated guidance and procedures are agreed. Improvement in response times and quality of FOI responses.	Head of Legal and Property Services	Contained within existing budgets.	**OP9**
CA6	**Measuring Impact on Outcomes**	The Audit Scotland Inverclyde Best Value Assurance Report 2017 recommended that the Council needs to set out more clearly the difference it expects to make to outcomes.	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
CA7	**Change Management**	Inverclyde Council continues to identify a variety of ways in which to develop and	ERR services have been reviewed and where appropriate redesigned to ensure	Continue to meet regularly and progress specific projects.	Savings are identified through change management process and fed into	Corporate Director supported by Chief Financial	Within existing resources	OP9

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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?	Link to Corporate Plan priority
		deliver its services more efficiently. The BVAR recognised the Council's 'Delivering Differently' approach to change management and supported the introduction of 3 Directorate Change Management Groups. 3 Change Management Directorate Groups have been established to review progress on all change projects on a monthly basis. The Group is chaired by the Corporate Director and consists of the DMT plus Finance & HR support. Heads of Service are accountable for promoting change management projects and taking necessary	they are fit for purpose, meet customer's needs and are efficient.	Detailed projects are established. Bimonthly review of progress by the CMT Ongoing work with the Policy and Resources Committee and Members Budget Working Group.	the budget setting process, Change Management Directorate Group meets regularly and delivers Change Programme on time.	Officer Corporate Directors		

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?	Link to Corporate Plan priority
		action to ensure timeous delivery. Progress reports using a RAG status are submitted bimonthly to the Corporate Management Team. Regular updates are presented to the P & R Committee.						
CA8	Workforce / Succession Planning	Some parts of the Directorate have a predominantly older workforce that will leave a skills gap upon retiring. In addition, some parts of the Directorate experience recruitment difficulties. A reduction in the overall number of employees in Directorate has resulted in an increased workload for those remaining. There is single person dependency in some areas There is a need to 'grow our own' staff to build skills and	There is a co-ordinated approach to workforce planning. Identification of trainees and apprentices in key areas. The skills gap is met.	Analysis of workforce data. Develop training plans in conjunction with HR&OD. Liaison with colleges and training providers.	Development of traineeships	Heads of Services	Budget to be assessed through discussions with HR	OP9 OP10

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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?	Link to Corporate Plan priority
		expertise.						

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Cross-Directorate Improvement Actions 2019/22

5.2 Cross-Directorate Improvement Actions

The delivery of these actions will involve more than one service in 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?	Link to Corporate Plan priority
CD1	**Management restructure**	The Council has agreed a new management structure for the Directorate. The initial changes took effect from April 2018.	Successful implementation of the new management structure.	Phased implementation of changes. Co-ordination of the change process Service realignment Delivery of Shared Services Phase 1 – March 2020 Phase 2 – post March 2020	The new management structure will be in place.	Corporate Director		OP9 OP10
CD2	**Collaboration and shared strategic management of Roads & Transportation services**	A Shared Services Joint Committee is in place to provide governance. Inverclyde and West Dunbartonshire have appointed a shared Head of Service to strategically manage roads and transportation	A strategy for Roads & Transportation in Inverclyde / West Dunbartonshire which creates resilience and efficiency through collaboration. Completed Strategic Business Cases for wider front line services and subsequent implementation.	Development of strategic across service areas. Fully agreed with Tus and Members in each Council. 31 March 2021	Delivery of service changes approved at Joint Committee and within Councils and implemented.	Head of Roads & Transportation	Within existing budget	OP7 OP9 OP10

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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?	Link to Corporate Plan priority
		services in both councils.						
CD3	Channel Shift	The majority of customer transactions still take place through traditional channels, which are more costly.	Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Initial projects operational by summer 2019.	Monitoring of channel statistics. Reduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications. .	ICT Manager/ Revenues and Customer Services Manager	Within existing resources	OP9
CD4	City Deal	City Deal key project areas have been identified for: - Greenock Ocean Terminal - Inverkip - Inchgreen Outline Business Cases for both Ocean Terminal and Inverkip were approved initially by the Environment and Regeneration Committee and	Implementation of projects in respect of: • Inverkip road infrastructure • Expansion of the quayside and delivery of a new visitor centre at Greenock Ocean Terminal • Inchgreen project	Delivery of business cases for all projects.	Monitor progress towards the achievement of project milestones Reports on progress will be delivered to the City Deal Project Board and the Environment & Regeneration Committee.	City Deal Programme Board	Contained within existing resources	OP1, OP3, OP6

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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?	Link to Corporate Plan priority
		thereafter by the City Deal Project Management governance last year. A final business case for Ocean Terminal due for submission in April. Works will commence on site in April in respect of the pontoon and later in the year in respect of the terminal building. A final business case for Inverkip is due by October 2019.						
CA5	**Clune Park regeneration**	A Masterplan for the Clune Park area has been approved by Committee. Long term owner / occupiers and tenants were rehoused a number of years ago. Significant progress has been made on flat acquisitions and	Continue progress towards demolition in the area.	Delivery of the key elements of the masterplan.	Completion of the actions contained within the Masterplan. Monitoring and reporting of progress to Committee.	Head of Environmental and Public Protection	Included in Capital Allocation Earmarked reserves identified	**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?	Link to Corporate Plan priority
		the serving of Housing Orders. Over 90% of the homes are empty.						
CD6	**Contracts – Residual Waste**	A joint contract for residual waste is being developed with West Dunbartonshire and Argyll and Bute Councils for residual waste disposal services.	To have an agreed Memorandum of Agreement in place. A waste management supplier has been identified.	Regular meetings between 3 authorities to achieve agreement Agreed route to market 31 March 2020	Successful bids delivered through procurement exercise	Head of Environmental and Public Protection	Subject to approval and outcome of bid	OP9
CD7	**Mobile working**	Services are largely office based reporting to office to close tasks etc.	Introduction of handhelds/PDAs to support more efficient reporting and task management.	Liaise with IT on the development of a business case 31 March 2020	Business case reported and implementation of recommendations	Head of Roads Services	Budget requirement to be assessed as part of the overall Business Case	OP9

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Service Improvement Actions
2019/22

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5.2 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?	Link to Corporate Plan priority
			Environment and Public Protection					
EPP1	**HEEPS (Home Energy Efficiency Programmes for Scotland)**	IC successfully sourced funds from Scottish Government (SG) – Home Energy Efficiency Programme Scotland – Area Based Schemes (HEEPS ABS) In 2017/18, £1,225,259 funding was received from the Scottish Government.	Increase energy efficiency in homes across Inverclyde through the continued delivery of HEEPS. Achieve successful bids in future years. Have in place an agreed plan with RSLs.	Delivery of the key areas of the HEEPS plan Collaborative working Full spend of allocated funding Year 1 - 31 March 2020	There is an overall increase in home energy efficiency across all tenures. Programme is annually funded. Regular programme / progress meetings with the Council's delivery partner the Wise group and RSLs. Delivery of energy efficiency measures to homes is monitored.	Head of Environmental and Public Protection	Dependant on external SG funding allocation.	OP4 OP6 OP9
EPP2	**Depot Rationalisation**	A timescale for a move to joint depot at Pottery Street has been developed.	The workforce is in place at Pottery Street depot.	Implementation of project plan. Keep employees	Teams are in place and the current issues have been	Head of Environmental and Public Protection	Within existing budgets	OP9 OP10

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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?	Link to Corporate Plan priority
		A Project Team is developing plans.	Greater efficiency has been achieved. Better integration of the service workforce.	appraised of developments. Regular project team meetings. 31 March 2020	addressed			
EPP3	**Strategic Housing Investment Plan (SHIP)**	The Council has an approved Strategic Housing Investment Plan for the period 2019/20 – 2023/24.	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government 31 March 2021	Increase in the number of good quality, affordable homes that meet the needs of our residents	Head of Environmental and Public Protection	Funding of the SHIP programme is direct from Scottish Government to RSLs.	OP4 OP6 OP7
EPP4	**Environmental Capital Projects**	Capital projects have been identified and are progressing for the following: - Crematorium - Cemeteries - Vehicle Replacement Programme - Kirn Drive	Environmental capital projects have been delivered on time and on budget.	Effective project management. Project management meetings to review progress. Ongoing over years 1 and 2.	Capital update reports to Committee. Capital projects are delivered on time and within budget.	Head of Environmental and Public Protection	Included in Capital Allocation	OP9
				Shared Services – Roads				
SSR1	**Sustainable Travel**	An Active Travel Strategy is in place.	There is increased access to active and sustainable travel. Identify external funding opportunities e.g.	Implementation of the actions in the Active Travel Strategy. 31 March 2020	Regular reports to Committee on active travel.	Shared Head of Service Roads	Within existing budget Maximising funding opportunities	OP6 OP7

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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?	Link to Corporate Plan priority
			Sustrans					
SSR2	**Roads Network / Transport infrastructure**	Roads Asset Management Plan approved and being delivered. Local Transport Strategy approved (but now out of date).	Improvement in the road network safety and condition in line with RAMP. Support economic growth by rolling forward the Local Transport Strategy across Inverclyde and West Dunbartonshire Councils. Access to relevant funding to support strategy.	Delivery of key projects against plans. Structured collaboration with West Dunbartonshire Council combined with appropriate project management. 31 March 2021	Growth targets supported and delivered. Regular reports to Committee.	Shared Head of Service Roads	Within existing budget Maximising funding opportunities where possible	OP3 OP7 OP9
SSR3	**Roads**	Roads capital programme has been identified and approved by Committee	Delivery of programme within existing budget and timescale	Regular team meetings and updates Regular budget monitoring against projects Year 1	Capital update reports to Committee Projects delivered on time and within budget	Shared Head of Service Roads	Within existing budget	OP7 OP9

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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?	Link to Corporate Plan priority
			Regeneration and Planning					
RP1	**SME Activity** a) **Development** b) **Supplier development**	The Business Gateway contract is in place to provide advice and guidance to new and existing businesses in Inverclyde.	Maintain or grow the existing company base. Increase level of local government participation for local businesses.	Support local businesses through contract and direct intervention	Business base is maintained at existing levels or has grown. Monitoring of performance through reporting to Committee.	Head of Regeneration and Planning	Within existing resources	OP3
RP2	**Local Development Plan 2**	The Local Development Plan was submitted to Scottish Ministers for examination in November 2018. The Examination Report is expected summer 2019.	Local Development Plan is adopted.	Establish project milestones. Participation in formal process. August 2019	Monitor progress towards the achievement of project milestones.	Head of Regeneration and Planning	Contained within existing resources	OP1 OP7 OP8
RP3	**Planning (Scotland) Bill**	The Planning (Scotland) Bill completed stage 2 in November 2018. Await the passing of the Bill in its final format.	Settled position with implementation.	Staff resource required regarding community awareness.	Monitor progress towards the achievement of project milestones	Head of Regeneration and Planning	Contained within existing resources	OP7
RP4	**Digital Planning**	Awaiting outcome of the findings of the Digital Taskforce's Digital Strategy for Planning	Government policy is fully implemented.	Establish project milestones.	Monitor progress towards the achievement of project milestones	Head of Regeneration and Planning	Contained within existing resources	OP7
RP5	**Town Centres**	A number of significant challenges are faced by	Town centres are sustainable	Resource allocation	Reduced level of void rates	Head of Regeneration	Contained within existing	OP3

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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?	Link to Corporate Plan priority
		our town centres in Inverclyde which threatens their future viability.				and Planning	resources	
Finance								
FIN1	**Welfare Reform – Employees**	Universal Credit Service is being rolled out which has resulted in a reducing Housing Benefit caseload. Managed migration is on hold. The Social Security Scotland Agency has been launched.	There is an adequately resourced Benefit and Customer Service Team in place. The service has effective joined up working with Social Security Scotland Agency and other key partners.	Communication with employees and Trades Unions. Regular updates to the Policy and Resources Committee. Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership. Proposals as part of the 2020/23 Budget.	Performance targets are met and a stable workforce is retained.	Revenues and Customer Services Manager	Within existing resources	**OP4 OP9 OP10**
FIN2	**Collaboration – Non-domestic rates**	The service is in the early stages of discussions with Glasgow City Council regarding collaboration for non-domestic rates.	Improved resilience and improved customer service for NDR delivery.	NDR collaboration operational by 2020.	Option appraisal is complete. Committee approval received.	Chief Financial Officer	Within existing resources	OP9

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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?	Link to Corporate Plan priority
FIN3	**Cloud Migration Strategy**	The majority of current systems are 'on premises'.

A review of systems is required. | The review is complete and the recommendations arising from it have been implemented. | Engagement with suppliers and other local authorities. | Approved strategy by December 2019 | ICT Manager | Within existing resources | OP9 |
| | **Legal and Property** | | | | | | | |
| LPS1 | **Partnership working** | The service works in partnership with the Council and HSCP to deliver on a wide range of strategic priorities e.g.
- Clune Park
- AMP refresh
- SEMP completion
- 1140 hours for early learning and childcare
- City Deal
- Community Empowerment
- Health and Social Care Integration
- SCAI
- Vulnerable children and adults | Partnership working is planned and roles and expectations are clear. | Develop SLAs with the relevant services

Timescale: | SLA(s) are complete and approved by relevant partners | Head of Legal and Property Services | Within existing resources | 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?	Link to Corporate Plan priority
LPS2	Elections	The service has the responsibility for the management and delivery of national and local elections.	An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	Successful completion of the Local Government Election 2022.	Head of Legal and Property Services	Within existing resources	OP10

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6. Environment, Regeneration and Resources Directorate Performance Information

Key Performance Measures	Performance				Target 2019/20	Lower limit/alarm	2017/18 Rank/national average (where available)
	2015/16	2016/17	2017/18	2018/19			
Council Tax – In year collection level	95.1%	95.3%	95.5%	Data is being collected	95.5%	93.7%	24th (LGBF)
Speed of processing changes in circumstances to Housing Benefit	5 days	4 days	4days	Data is being collected	4 days	6 days	
Speed of Processing new claims for Council Tax Reduction (From November 2016)	N/A	36 days	30days	Data is being collected	34 days	37 days	
Speed of processing new claims for Housing Benefit	26	27	17	Data is being collected	21days	24 days	
CSC – Abandoned Calls - Revenue - General	N/A N/A	23% 7%	25% 7%	Data is being collected	20% 7%	25% 10%	
Percentage of invoices sampled that were paid within 30 days	96.5%	96.6%	96.6%	Data is being collected	97.13%	95.5%	1st (LGBF)
ICT Service Delivery Corporate Incident SLA Attainment	93.3%	96.74%	90.38%	Data is being collected	95%	85%	
ICT Schools Service Delivery Schools Incident SLA Attainment	82.4%	90.0%	91.30%	Data is being collected	95%	85%	
Category 1 Potholes – Make safe/repair within 24 hours of identification	88%	94.3%	100%	Data is being collected	90%	85%	
Category 2 Potholes – Make safe/repair within 7 days of identification	91%	74.5%	98.6%	Data is being collected	80%*	75%	
Street Lighting Failed Dark Lamp	91%	89%	85.6%	Data is being collected	92%	87%	

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Key Performance Measures	Performance				Target 2019/20	Lower limit/alarm	2017/18 Rank/national average (where available)
	2015/16	2016/17	2017/18	2018/19			
Waste Recycling (households)	54%	53%	57%	Data is being collected	50%**	47%	5th (LGBF)
Number of Business/Property Assists	20	28	27	Data is being collected	25	15	
Percentage of all planning applications decided in under 2 months	89%	90%	88%	80.5%	90%	80%	
Percentage of householder planning applications decided in under 2 months	99%	95%	96%	90%	95%	90%	
Percentage of building warrants assessed within 20 working days of registration	99%	100%	97%	Data is being collected	95%	90%	

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

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7. *Appendix 1: Strategic Planning Priorities*

SHANARRI Wellbeing Indicator	
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.
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.
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.
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
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.
Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.

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 between the richest and poorest members of our communities will be reduced	SP2
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

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

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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

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8.   Appendix 2: Risk Register

Corporate Directorate Improvement Plan: Environment Regeneration and Resources				Risk Status as at 31/3/19 for 2019/22 Activity					
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
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.

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Shared Services:
Roads & Transportation
Delivery Plan 2019-20

Index

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1. Overview & Profile

Overview

Roads & Transportation is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Council's priorities (as described in strategic documents such as the Strategic Plan 2017-2022 and Equality Outcomes & Mainstreaming Report 2017-2021) as well as actions to address the performance issues and service priorities identified in our planning process. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at management team meetings and reported twice yearly to Infrastructure, Regeneration and Economic Development (IRED) Committee, at mid-year and year end.

The Roads & Transportation Service is delivered through a collaboration and shared strategic management model.

Inverclyde and West Dunbartonshire Councils have appointed a shared Head of Service to strategically manage roads and transportation services in both councils. This will create resiliency and efficiency through collaboration.

Profile

Roads & Transportation manages and maintains the Council's road network and associated infrastructure with a combined asset value in excess of £560m. It ensures the Council meets its statutory duty under the Roads (Scotland) Act to maintain roads in a safe condition.

It is also responsible for meeting the requirements of the Flood Risk Management Act through monitoring all watercourses and taking appropriate measures to mitigate the risk of flooding, responding to adverse weather and promoting road safety.

The service manages, maintains and undertakes regular safety inspections of the 347km of public road and 664 km of footways and footpaths. It also manages and maintains over 200 related structures including bridges, underpasses, retaining walls and large culverts and over 16,000 streetlights and illuminated street signs.

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2. Performance Review

The Roads & Transportation management team completed a detailed performance review of 2018/19, looking at:
- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel survey, monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations.

The performance review highlighted our key achievements in 2018/19 as well as a number of performance challenges to be addressed in 2019/20.

Key Achievements

The key achievements highlighted by the performance review are set out below.

- Implemented the Minor Civils Framework, a framework for the efficient, effective and compliant procurement of civil engineering and construction contractors.
- Agreed a collaborative approach between Inverclyde and West Dunbartonshire councils to manage the roads service.
- Won best performer in the street lighting category of the APSE Performance Networks Awards 2018.
- Developed the approach for implementing the Gruggies Burn flood alleviation scheme for construction by 2021.
- Worked in partnership with key stakeholders in relation to the design of the A814 'Connecting Clydebank' project with Sustrans and the development of Clydebank Transport Interchange proposals in partnership with SPT. The Service will continue to maximize external funding opportunities to deliver these projects.

Challenges

The challenges identified by the performance review are set out below. These relate to the demographic of the workforce and the roads costing system.

Demographic of Workforce

West Dunbartonshire Roads Service, as also seen nationally, has an aging demographic within the workforce. The Roads Service will continue to carry out workforce analysis and development and will identify opportunities for apprentices and graduates to allow Council to plan for the future.

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Upgrade the Roads Costing System

There was a delay in implementing a new roads collaborative programme which resulted in the development of a new roads costing system being delayed. This will now be carried forward in 2019/20, with an expected delivery date of early 2020.

Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data, monthly telephone surveys and a range of other mechanisms provide invaluable feedback to help us improve our services.

Complaints

Between 1 April and 31 December 2018, Roads & Transportation received a total of 39 complaints, comprising 38 at Stage 1 and 1 at Stage 2. During the same period, 32 complaints were closed, 31 at Stage 1 and 1 at Stage 2.

Of the 31 complaints closed at Stage 1, 74% were resolved within the 5 working days target, with an average of 4.4 days for all complaints closed at this stage. The one complaint closed at Stage 2 was resolved in 15 days, well within the 20 working days target

23% of the complaints closed at Stage 1 were upheld and none at Stage 2.

The management team will continue to review complaints regularly to identify trends and areas for improvement and will ensure that all relevant staff receive customer service standards training.

Residents' Telephone Survey

A telephone survey of 100 residents is carried out every month to gauge satisfaction levels with a range of Council services. Within Roads & Transportation, this covers roads maintenance. The most recent satisfaction rates are set out below:

% satisfied with:	2017	2018	Performance Trend
Roads maintenance	37%	32%	⬇

Actions to improve satisfaction are set out under 'Well Maintained Highways' in Section 3.

Citizens' Panel

Two Citizen Panel surveys were carried out in 2018, highlighting the following:

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- A very high majority of respondents (86%) were aware of the new style of street lighting and 78% were aware of the environmental benefits;
- 44% had noticed a positive change in residential areas as a result of the new lighting and 34% in town centres;
- Roads and transport featured in the top 5 of respondents' priorities;
- Roads (parking/roadworks/traffic management) and transportation were amongst the most popular topics for future Citizens' Panel surveys suggested by respondents.

We will continue to review feedback from Citizens' Panel surveys and identify how we can address the issues that emerge.

Continuous Improvement

Self-Evaluation Programme

In 2016 the Council agreed a three year self-evaluation programme using a checklist approach implemented through an online survey. Over the three year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

A self-evaluation of Roads & Transportation is beginning in spring/ summer 2019.

Benchmarking

The Council has a three year programme to ensure that all services benchmark their performance in relation to service delivery, cost and user satisfaction. Within Roads & Transportation, this is carried out via the Local Government Benchmarking Programme (LGBF) and the Association for Public Service Excellence (APSE).

Local Government Benchmarking Framework (LGBF)

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in February 2019 and relates to the period 2017/18. The indicators for Roads & Transportation are set out in the table at Appendix 5.

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In summary, 3 of the 5 indicators improved year-on-year and 4 improved in ranking. The spread of PIs across the quartiles, where top is Q1 and bottom is Q4, is as follows: 1 in Q1, 2 in Q2, 2 in Q3 and none in Q4.

Association for Public Service Excellence (APSE)

Roads participate in an annual benchmarking exercise managed by APSE performance networks, a large voluntary public sector benchmarking service covering England, Scotland, Wales and Northern Ireland that is used by over 200 local authorities.

The most recent comparative data for Roads was published in February 2019 and relates to the period 2017/18. The APSE 'Performance at a Glance' report sets out the details (hyperlink when published). In summary 7 of the 16 indicators have improved, 4 have declined and 5 are within 5% of their previous 2016/17 values.

Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for Roads & Transportation are set out in Appendix 3. These will be monitored and managed by the Roads & Transportation management team on a regular basis and reported annually to IRED Committee.

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3.   Strategic Assessment

The Roads & Transportation management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2019/20 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The following factors were identified as significant:

Key Factors

Financial Context

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2020/21 and 2021/22 of £9.816m and £16.930m respectively. This means that action has to be taken to balance our budget and protect services for residents.

This will undoubtedly mean that within our service area, available funding will be reduced and we will need to change how we do our jobs, what we do, where we work, and may reduce the number of people employed.

Shared Services/ Roads Collaborative Programme

Council considered a shared services report on 5 March 2018 and agreed to progress the model with Inverclyde Council. This will focus on developing resilience, improving efficiency and exploring opportunities for best practice.

In 2019/20, we will:
- implement the new collaborative working model for Roads & Transportation; and
- develop business cases for sharing other services within Environment & Neighbourhood for consideration.

Transport Bill

The Scottish Government is currently tabling a new transport bill which will have a significant impact on local authorities in relation to a number of areas including pavement parking, low emission zones, municipal bus companies, and mandatory 20 miles per hour zones.

In 2019/20, we will review the implications for West Dunbartonshire and identify any specific actions in response to the legislation.

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National Transport Strategy

The Scottish Government is currently consulting with all stakeholders on a review of the National Transport Strategy. This review will inform both the regional and local transport strategies.

In 2019/20, we will review the implications for West Dunbartonshire and reflect the outcomes in our local strategy.

Well Maintained Highways

The Well Maintained Highways national code of practice has been updated and requires a risk based and evidence led approach to network management. This includes the classification of defects and approach to winter gritting.

In 2019/20, we will:
- review the Winter Service Plan and the defect notification and inspection policies for West Dunbartonshire and ensure they reflect the new code of practice; and
- increase public awareness of the Council's agreed approach to defect repair via our upgraded roads management system. This system will provide service users with feedback on the timescales for repairing categories of roads defects (e.g. emergency, serious, non-serious, routine), improve the user experience, manage expectations, and impact positively on satisfaction.

Scottish Government Funding for the Transition to Electric Vehicle Fleet

The Council has been awarded Scottish Government funding to introduce further electric vehicle charging points over the next three years to support the transition to electric vehicle fleet.

In 2019/20 we will continue to collaborate with the Scottish Government to identify opportunities for electric vehicle charging points.

Climate Change

The Roads & Transportation service has contributed to the reduction in the Council's carbon emissions through upgrading street lighting to LEDs, providing nearly 600 park and ride car parking spaces, encouraging and supporting modal shift, introducing electric vehicle charging points, and introducing pool bikes.

While our actions and those of other services across the Council contribute positively to slowing climate change, it continues to have a significant impact on all Council services.

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Responding to disruptive weather events (intense rainfall, flooding, storms and high winds) increases pressure on all resources, (staff, equipment, budgets), impacts on day to day and planned service delivery, and often adversely affects the Council's reputation.

Our services must adapt to meet these and other challenges resulting from climate change.

In 2019/20, we will:
- progress the Gruggies Burn flood alleviation scheme;
- commission the River Leven flood study and review the emerging options;
- participate in the Loch Lomond flood study; and
- support a flood resilience seminar, led by the Scottish Flood Forum.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Roads & Transportation priorities and outcomes for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to IRED Committee, at mid-year and year end.

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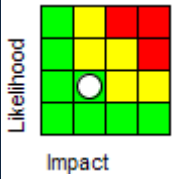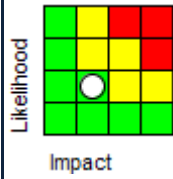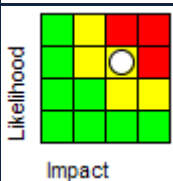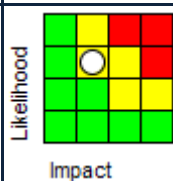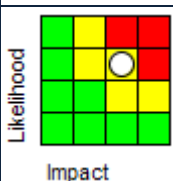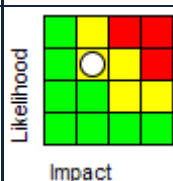
4.   Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services (i.e. employees, partners, contractors and volunteers) or service users and clients in receipt of the services provided.

The Roads & Transportation management team has shared responsibility for one of the Council's strategic risks: Council assets not fit for purpose. In addition, the management team identified service specific risks for 2019/20. Both strategic and service specific risks are detailed below.

Actions to mitigate these risks are set out in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

Risk	Description	Current Risk Score	Target Risk Score
Strategic Risk: Council assets not fit for purpose	Council assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio, housing stock, roads and lighting, fleet and open space		
Service Risk: Failure to manage and maintain the road network effectively (R&T/002)	Failure to manage and maintain the road network effectively will have an adverse impact on user safety, traffic movement, air quality, economic growth and reduce access to facilities and amenities. The Council's reputation as a place to live and work with access to employment, education, leisure and health opportunities would be adversely affected.		
Service Risk: Failure to maintain road network during adverse weather (R&T/001)	A significant period of adverse weather may result in failure to deliver key operational functions of R&T services and other Council services		

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Appendix 1: Structure Chart

REGENERATION, ENVIRONMENT & GROWTH

STRATEGIC LEADS

STRATEGIC LEAD - SHARED SERVICES ROADS & TRANSPORTATION

Gail Macfarlane

Leadership Support
Deirdre Muldoon

Interim
Roads &
Transportation
Manager
Raymond Walsh

Operations
Coordinator
Stewart Ormond

Road Safety
Coordinator
Catherine Tonner

Interim Network
Management
Coordinator
Derek Barr

Roads &
Transportation
Manager
Inverclyde
Council

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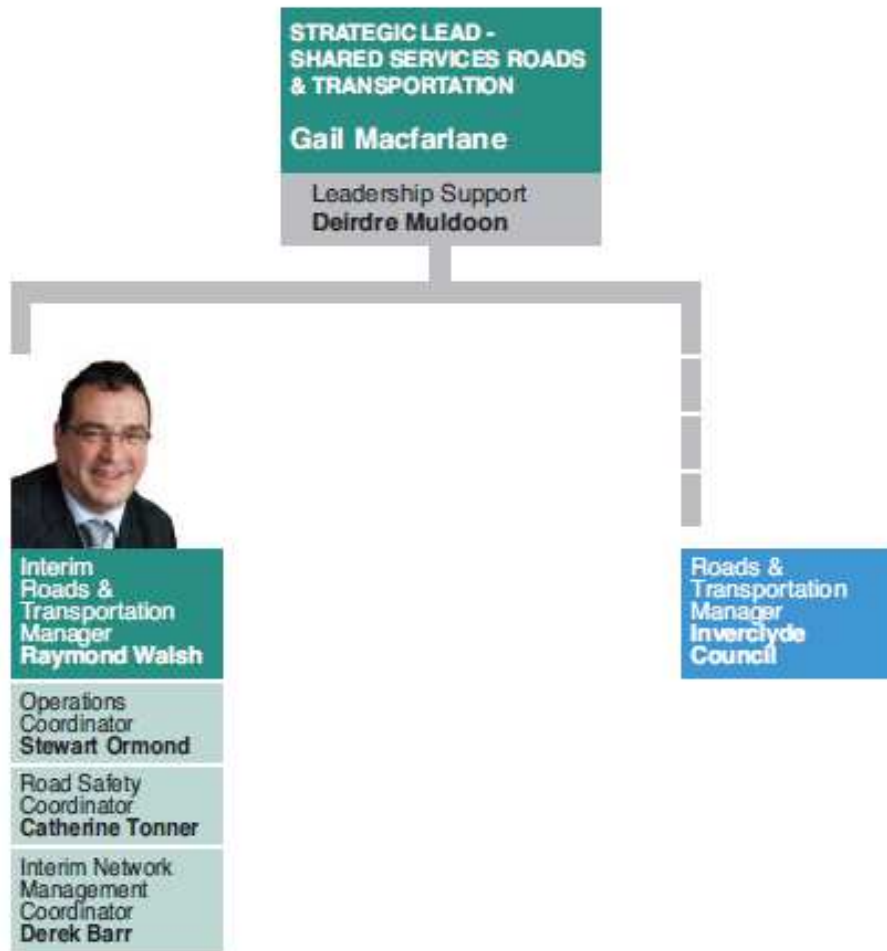
Appendix 2: Delivery Plan 2019/20

P	Efficient and effective frontline services that improve the everyday lives of residents

Ob	Sustainable and attractive local communities

Short Name	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Target	Assigned To
Road maintenance cost per kilometre £	£13,843.00	£12,611.00	£10,856.00	£14,000.00	Raymond Walsh
% of Class A roads that should be considered for maintenance treatment 10-12	27%	26.82%	28.3%	24%	Raymond Walsh
% of Class B roads that should be considered for maintenance treatment 10-12	22%	24.25%	19.49%	24.5%	Raymond Walsh
% of Class C roads that should be considered for maintenance treatment 10-12	30%	30.58%	32.49%	30%	Raymond Walsh
Percentage of unclassified roads that should be considered for maintenance treatment	36%	33.63%	36.65%	37%	Raymond Walsh
RL3: Percentage of all street light repairs completed within 7 days	99%	99%	99.1%	99%	Raymond Walsh

Title	Start Date	Due Date	Assigned To
Review the implications of the Scottish Government's new transport bill for West Dunbartonshire and identify any specific actions in response to the legislation	01-Apr-2019	31-Mar-2020	Raymond Walsh
Consider the implications of the Scottish Government's review of the National Transport Strategy for West Dunbartonshire and reflect the outcomes in our local strategy	01-Apr-2019	31-Mar-2020	Raymond Walsh
Continue to collaborate with the Scottish Government to identify opportunities for electric vehicle charging points	01-Apr-2019	31-Mar-2020	Raymond Walsh
Finalise the roads costing system upgrade	01-Apr-2019	31-Mar-2020	Raymond Walsh
Progress the Gruggies Burn flood alleviation scheme	01-Apr-2019	31-Mar-2020	Raymond Walsh
Commission the River Leven flood study and review the emerging options	01-Apr-2019	31-Mar-2020	Raymond Walsh
Participate in the Loch Lomond flood study	01-Apr-2019	31-Mar-2020	Raymond Walsh
Support a flood resilience seminar, led by the Scottish Flood Forum	01-Apr-2019	31-Mar-2020	Raymond Walsh
Implement the new collaborative working model for Roads & Transportation	01-Apr-2019	31-Mar-2020	Gail Macfarlane
Develop business cases for sharing other services within Environment & Neighbourhood for consideration	01-Apr-2019	31-Mar-2020	Gail Macfarlane

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Title	Start Date	Due Date	Assigned To
Review the Winter Service Plan and ensure it reflects the new code of practice requirements which require risk assessment and evidence led planning	01-Apr-2019	31 October-2019	Raymond Walsh
Review the defect notification and inspection policies for West Dunbartonshire and ensure they reflect the code of practice requirements which require risk assessment and evidence led planning	01-Apr-2019	31 October-2019	Raymond Walsh
Increase public awareness of the Council's agreed approach to defect repair via our upgraded roads management system	01-Apr-2019	31-Mar-2020	Raymond Walsh

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Appendix 3: Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance.

As part of the Good Governance Code, we must consider our approach to quality standards. Quality standards help to define what service users can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

The quality standards for Roads & Transportation are set out below. They will be monitored and managed regularly by the management team and reported annually to the relevant service committee, together with this delivery plan.

Quality Standard	How will the Quality Standard be measured?	Assigned To
We will complete street light repairs within working 7 days	SRL3aii RL3: Percentage of all street light repairs completed within 7 working days	Raymond Walsh
We will complete traffic light repairs within 48 hours of being reported	RL2: Percentage of all traffic light repairs completed within 48 hours	Raymond Walsh
We will repair emergency road related defects within 2 hours of being reported	E&N/R&T/001 Percentage of emergency road related defects repaired within 2 hours of being reported	Raymond Walsh
We will repair serious road related defects (Category 1) within 2 working days of being reported	E&N/R&T/002 Percentage of serious road related defects repaired within 2 working days of being reported	Raymond Walsh
We will repair non-serious road related defects (Category 2) within 7 working days of being reported	E&N/R&T/003 Percentage of non serious road related defects repaired within 7 working days of being reported	Raymond Walsh
We will repair routine road related defects (Category 3) within 28 working days of being reported	E&N/R&T/004 Percentage of routine road related defects repaired within 28 working days of being reported	Raymond Walsh

Appendix 4: Resources

Financial

The 2019/20 net revenue budget for Roads & Transportation is £3,634,884. In addition, the service has a capital budget of £16,916,000. Details of both the revenue and capital budgets are set out in the table below.

We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

2019/20	Expenditure £	Income £	Net £	Capital Budget £
Roads and Transportation Services	6,205,472	2,570,588	3,634,884	16,916,000

Employees

Absence in 2018/19

These figures relate to the whole of Environment & Neigbourhood, which included Roads & Transportation until April 2019.

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
E&N	1.07	0.95	0.77	0.68	0.83	0.88	1.06	1.18	1.11	0.97	1.00	0.90
COUNCIL WIDE TOTAL	0.83	0.92	0.84	0.69	0.80	0.93	1.00	1.20	1.23	1.18	1.10	1.07

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 1 April 2019) is as follows:

	Headcount	Full Time Equivalent
Roads & Transportation	92	62.47

Annual Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of

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requirements for their respective service areas to ensure that any key actions are identified at an early stage.

1. Addressing the gap between current workforce supply and predicted future demand					
Strategy	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover and through shared services				
Expected Outcome	Gap is addressed whilst: • Protecting critical roles and addressing any associated recruitment and retention risks • Ensuring service priorities are met • Avoiding or minimising risk of voluntary or compulsory redundancy				
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**	
Scope shared service initiatives within Environment and Neighbourhood	Gail MacFarlane	Strategic Lead/HR/ Project team	Ongoing	Quarterly review	
Implementation of 2019/2020 management adjustments to achieve targeted budget requirements.	R Cairns	Existing Resources	31 March 2020	Monitored via Pentana	

2. Addressing the gap between current and required additional workforce capabilities					
Strategy	Develop and implement training plans to enable capabilities to be developed within existing workforce				
Expected Outcome	Gap is addressed whilst: • Ensuring value for money in terms of training solutions • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) • Providing career progression opportunities within workforce • Ensuring service priorities are met as a result of application of those capabilities				
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**	
Undertake a training needs assessment to identify training needs to address the gap in capabilities identified in the workforce plan • Digital Skills Assessment	Service Managers	HR/OD	March 2020	Training needs assessment complete training identified and included in training plan	
Development and implementation of training plans to enable capabilities to be developed within existing workforce	R Cairns	Service Managers	Ongoing	Quarterly review	

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3. Improve integration across teams within the Strategic Lead Area					
Strategy	Undertake service review to establish synergies between teams and develop new ways of cross functional working.				
Expected Outcome	Service priorities are delivered in a more seamless, holistic and efficient way.				
Actions		**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Review and scope structure options to improve service delivery		R Cairns	Service Manager/HR	Ongoing	Improvements identified
Implementation of Restructure Project Plan		R Cairns	Service Managers/ HR	June 2020	Action Plan to implement developed
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Group.		All	Time	March 2020	Improved employee engagement
4. Lack of resilience across teams within the Strategic Lead Area					
Strategy	Develop and implement training plan in relation to critical roles reflecting the aging demographic of the workforce.				
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles.				
Actions		**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Review succession plan to address single points of failure identified through workforce planning exercise		R Cairns	Service Managers	Ongoing	Review 6 monthly
Identify and include training requirements in training plan to enable career progression within existing workforce		Service Managers	Budget	Ongoing	Review 6 monthly
5. Addressing the gap in relation to existing required workforce capabilities					
Strategy	• Training identified and discussed in 'Be the Best Conversations' and included in training plan • Development and implementation of associated training plans to enable capabilities to be developed within existing workforce				
Expected Outcome	Gap is addressed, whilst: • Individual capabilities and development achieved within existing workforce • Service priorities are met as a result of the application of those capabilities				

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Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Development and implementation of associated training plans to enable capabilities to be developed within existing workforce: • Digital Skills • Project Management • Continue to offer Leadership Programme • Continue exploring use of technology for improving service delivery • Financial Management	Gail MacFarlane	HR/OD/ budget	March 2020	Completion of training and evidence of improved performance

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Appendix 5:   Benchmarking Data

Local Government Benchmarking Framework (LGBF)

Description	2016/17 Value & Rank*	2017/18 Value & Rank*	Scotland	2017/18 Vs 2016/17 Performance	Change in Rank
Cost of maintenance per kilometre of roads	11,836 21	12,611 20	10,519	⬇	⬆ Up 1 place
Percentage of A class roads that should be considered for maintenance treatment	26.99 18	26.82 18	30.16	⬆	No change
Percentage of B class roads that should be considered for maintenance treatment	21.50 6	18.56 2	35.90	⬆	⬆ Up 4 places
Percentage of C class roads that should be considered for maintenance treatment	29.56 14	30.58 12	36.16	⬇	⬆ Up 2 places
Percentage of unclassified roads that should be considered for maintenance	36.21 16	33.63 12	38.99	⬆	⬆ Up 4 places

*Rank based on 32 local authorities unless stated otherwise

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Shared Services Joint Committee

Report by Gail Macfarlane, Shared Head of Service

21 May 2019

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Subject: Fleet, Waste and Grounds Business Case Development

1.   Purpose

1.1   The purpose of this report is to update the committee of progress in the information gathering and development of the Fleet, Waste and Grounds Business Case.

2.   Recommendations

2.1   It is recommended that the Committee note the contents of the report.

3.   Background

3.1   West Dunbartonshire and Inverclyde Councils have committed to preparing strategic business cases for Fleet, Waste and Grounds services.

3.2   At the Joint Committee held on the 11 January 2019 a report was considered in relation to the proposal to develop a business case for the delivery of the identified front line service areas.

Consequently data gathering work has commenced with a view to developing strategic options appraisals.

4.   Main Issues

4.1.   The Services being explored within the business case are as follows:

The Fleet section procures, manages, maintains and arranges the end of life disposal of the Council's vehicle fleet and manages and operates the transportation service for the Health and Social Care Partnership and the Council's Educational Services Department. The service operates a publicly accessible MOT Testing Station and provides a driving assessment service for new staff where driving Council vehicles is a job function.

The waste service manages the general waste and recycling collections from all households in the Council area, in-house operations and registered commercial waste users. This amounts to the collection of bins from a total of 84,000 households (WDC 45,000 households, IC 39,000 households). Both councils operate an alternating fortnight collection of waste and recycling materials.

Greenspace operates the Council's grounds maintenance, street cleaning and burial and cremation services. Grounds Maintenance service is responsible for the maintenance of grass and flower/shrub beds in public open spaces and public parks. The street cleaning programme is carried out with the frequency varying dependent on the type and usage of land, as defined in the Code of Practice on Litter and Refuse Issued under Section 89 of the Environmental Protection Act 1990.

4.2   The purpose of the baseline review is to determine the most appropriate operational model which delivers an efficient and resilient shared service across both councils.

4.3   Work has been undertaken to collate and review the following information:

Revenue and Capital Budgets;
Operational Service Delivery;
Structures and Workforce;
Fleet Resource and Utilisation;
Waste and Recycling; and
Processes and Policies.

4.4   The Local Government Benchmarking Framework provides the following performance data for 2017-18 within West Dunbartonshire and Inverclyde Council areas:

LGBF Performance Indicators	Inverclyde	WDC	Scottish Average
Net cost of refuse collection (per premise)	£40.00	£38.60	£66.00
Net cost of waste disposal (per premise)	£90.50	£114.90	£101.40
Household waste recycling	57%	48%	46%
% of Adults satisfied with local refuse collection	90%	83%	78.67%
Net cost of parks and open spaces per 1,000 population	£23,464	£39,627	£19,803
% Adults satisfied with parks and open spaces	88.3%	90.3%	85.7%
Net cost of street cleaning per 1000 population	£18,017	£20,132	£15,452
Cleanliness score (% acceptable)	87%	86.51%	92.2%
% of adults satisfied with street cleaning	73.3%	75.33%	69.67%

The majority of the indicators show similar performance. The indicator to note is the net cost of parks and open spaces. The difference in cost within West Dunbartonshire is in part related to the increase in grass cutting associated with managing the housing stock. Within Inverclyde this is delivered by housing associations.

4.5 Officers will continue to liaise with East Dunbartonshire Council to explore options for collaboration.

4.6 A strategic options appraisal will be developed to determine a recommendation for consideration. Full consultation and joint working with be carried out with the Trades Union during the development of the options appraisal. A report will be presented to Council(s) for elected member consideration followed by a report to the Joint Committee.

5. Options Appraisal

5.1 There is no options appraisal required with this report.

6. People Implications

6.1 There are no people implications with this report.

7. Financial and Procurement Implications

7.1 There are no financial or procurement implications with this report.

8. Risk Analysis

8.1 There is no requirement to undertake a risk analysis at this time.

9. Equalities Impact Assessment (EIA)

9.1 An EIA is not required for this report. Screening and impact assessments will be carried out if required following development of the options.

10. Environmental Sustainability

10.1 There are no environmental implications with this report.

11. Consultation

11.1 Consultation is not required with this report.

12. Strategic Assessment

12.1 Joint working supports the delivery of Council's strategic priorities of the Council.

Gail Macfarlane
Shared Head of Service,
West Dunbartonshire and Inverclyde Council
Date : 13 May 2019

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Appendix: None

Background Reports   None

Wards Affected: All