

<b>Report To:</b>	<b>Environment &amp; Regeneration Committee</b>	<b>Date:</b>	<b>26 August 2021</b>
<b>Report By:</b>	<b>Interim Service Director, Environment &amp; Economic Recovery / Interim Service Director, Corporate Services &amp; Organisational Recovery</b>	<b>Report No:</b>	<b>ENV015/21/KM</b>
<b>Contact Officer:</b>	<b>Stuart Jamieson / Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712402</b>
<b>Subject:</b>	<b>Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2019/22 – CDIP Progress Report and Annual Refresh 2021</b>		

**1.0 PURPOSE**

1.1 The purpose of this report is to present the Committee with (i) a progress report on the delivery of the improvement actions within the Environment, Regeneration and Resources (ERR) Corporate Directorate Improvement Plan (CDIP) and (ii) a refreshed ERR CDIP Improvement Plan containing new or revised improvement actions which require the approval of this Committee.

**2.0 SUMMARY**

2.1 The core element of the ERR CDIP 2019/22 is a rolling three year Improvement Plan that is reviewed annually to ensure that it remains relevant and reflects any new challenges or legislation that will impact on the Directorate in the coming year.

2.2 Scrutiny of the delivery of the Improvement Plan is provided by both this Committee and the Policy and Resources Committee, which oversees the progress of the CDIP actions relating to Finance, ICT, Legal and Property Services.

2.3 A report on the progress made in the delivery of the CDIP Improvement Plan at the end of year two and a refreshed Improvement Plan for year 3 were both due to be considered by this Committee in May 2021, however due to ongoing Covid-19 pandemic it was necessary to roll the year 2 Plan forward by several months. The final progress report on the actions is attached as Appendix 1 and an overall summary of the status of the actions is provided below:

	<b>Blue – complete</b>	<b>Green – on track</b>	<b>Amber – slight slippage</b>	<b>Red – significant slippage</b>
July 2021	3	12	2	5

2.4 The refreshed ERR Improvement Plan is attached as Appendix 2. The Improvement Plan has been refreshed taking full cognisance of the challenges of Covid-19 and the associated recovery plans.

2.5 In line with the established reporting cycle, performance reports on the refreshed improvement actions relating to Public Protection and Recovery, Regeneration and Environmental Shared Services will be presented to every second meeting of this Committee.

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Environment & Regeneration Committee:

- a. Note the progress that has been made in the delivery of the ERR CDIP Improvement Plan in year 2, as set out in Appendix 1;
- b. Approves the refreshed Environment, Regeneration and Resources Corporate Directorate Improvement Plan for year 3, as set out in Appendix 2.

**Stuart Jamieson**  
**Interim Service Director,**  
**Environment and Economic Recovery**

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**Interim Service Director,**  
**Corporate Services and Organisational**  
**Recovery**

## 4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the delivery of strategic priorities.
- 4.2 CDIPs are a key component of the council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Corporate Plan 2018/22, as well as the wellbeing outcomes, which are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.3 The Environment, Regeneration and Resources CDIP 2019/22 was approved by the Environment and Regeneration Committee on 2 May 2019 and thereafter approved by the Policy & Resources Committee on 21 May 2019.

## 5.0 IMPROVEMENT PLAN PROGRESS REPORT

- 5.1 Scrutiny of the delivery of the Improvement Plan is provided by both this Committee, and the Policy and Resources Committee, which oversees the actions relating to Finance, ICT, Legal and Property Services. The aim of this is to provide Members with a summary of progress and to give the Committee the opportunity to make appropriate judgements on where performance across the Council is improving, good or where performance has declined.
- 5.2 Due to Covid-19, it was necessary to roll forward the CDIP Improvement Plan for year 2 forward by several months until the refreshed Plan could be brought to this Committee for approval. The status of the improvement actions as at the beginning of July 2021 is summarised below:

	<b>Blue – complete</b>	<b>Green – on track</b>	<b>Amber – slight slippage</b>	<b>Red – significant slippage</b>
July 2021	3	12	2	5

### 5.3 Improvement Actions with a red status - Significant Slippage

5 actions have a red status (significant slippage). These are:

#### Information Governance

The review of the Freedom of Information Policy has still be carried out and procedural guidance needs to be updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses.

#### Shared Services and shared strategic management of Roads & Transportation services

Slippage has occurred due to a number of challenges over the period, an interim management of Grounds arrangement is now in place until May 2022.

#### Clune Park

A draft report has been received on the Eastern Gateway study. A report will be presented to the August meeting of the Environment & Regeneration Committee providing a revised direction of travel.

#### Roads

Due to the impact of COVID-19 on the service, a number of projects planned in the year have had to be moved into financial year 2021/22.

## Town Centres

Covid-19 has had a highly detrimental impact on our town centres. Specific interventions including human resource and budget have been allocated to ensure that the impact is minimised.

- 5.4 Appendix 1 provides further information on all the CDIP improvement actions, together with a commentary from the appropriate Service. The progress report is presented under the Directorate structure prior to April 2021 to ensure continuity with the previous CDIP refresh.

### **6.0 ENVIRONMENT, REGENERATION AND RESOURCES CDIP ANNUAL REFRESH**

- 6.1 The Council's CDIPs are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate during the remaining term of the Plan. The refreshed ERR Improvement Plan is provided in Appendix 2.
- 6.2 The refreshed Improvement Plan takes full cognisance of the challenges of Covid-19 and the associated recovery plans.
- 6.3 The Improvement Plan is supplemented by a number of key performance indicators, comprising statutory performance indicators and local performance indicators. Data for 2020/21 is provided where it is available.
- 6.4 Progress in the delivery of the refreshed Improvement Plan will be reported to every second meeting of this Committee. Additionally, because there are improvement actions that are corporate in nature, a separate Corporate Services Performance Report will be submitted to every second meeting of the Policy & Resources Committee.

### **7.0 IMPLICATIONS**

#### 7.1 Financial Implications - One off Costs

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

#### Financial Implications - Annually Recurring Costs/(Savings)

<b>Cost centre</b>	<b>Budget heading</b>	<b>With effect from</b>	<b>Annual net impact</b>	<b>Virement from (if applicable)</b>	<b>Other comments</b>
n/a	n/a	n/a	n/a	n/a	n/a

#### 7.2 Human Resources

There are no direct human resources implications arising from this report.

#### 7.3 Legal

There are no direct legal implications arising from this report.

#### 7.4 Equalities

The CDIPs set out their commitment to ensuring equality of opportunity in everything they do. There is a specific section in both plans about what the Directorate is doing in relation to equality and diversity.

(a) Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

## 7.5 Repopulation

The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council's priority of retaining and enhancing the local population.

## 8.0 CONSULTATION

8.1 The refreshed CDIP has been developed in full consultation with the Directorate Management Team.

## 9.0 LIST OF BACKGROUND PAPERS

9.1 None.

## APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT

The information provided in this section shows the progress made in the delivery of the CDIP improvement actions. The status shown is at July 2021 due to the Improvement Plan being rolled forward by several months in response to the ongoing Covid-19 pandemic. The report is structured under the former Directorate service areas prior to April 2021, for ease of reference to the CDIP Improvement Plan 2020/21.

### Corporate Improvement Actions status at July 2021

These improvement actions have implications for the whole Council or more than one Directorate

Corporate Improvement Actions 2020/21						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
1	<p><u>2021/23 Budget</u></p> <p>To develop a balanced two year budget that has been approved by Council.</p>	<p>Two year budget developed by March 2021.</p> <p>Calculate funding gap by December 2020.</p> <p>Regular meetings of the MBWG and Joint Budget Group</p>	●	Blue – complete	Budget has been agreed.	OP2 OP4 OP9
2,	<p><u>Asset Management Strategy</u></p> <p>The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.</p>	<p>New plan approved by the CMT end September 2020 and submitted for Committee approval thereafter.</p>	●	Blue – complete	The Corporate Asset Management Strategy 2019.22 was formally approved by the Environment and Regeneration Committee on 29 October 2020.	OP7 OP9
3.	<p><u>Information Governance</u></p> <p>The Council's Freedom of Information Policy and associated guidance to officers is updated.</p>	<p>Freedom of Information Policy and procedures are updated to reflect current practice.</p> <p>Information Management System to manage FOI requests is implemented.</p>	●	Red - significant slippage	The review of the Freedom of Information Policy has still be carried out and procedural guidance needs to be updated to reflect current practice and guidance from the Scottish Information Commissioner in order to	OP9

**APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT**

**Corporate Improvement Actions 2020/21**

	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
		A corporate training programme is established.  December 2020.			improve the quality and response times of FOI responses.	

**Cross-Directorate Improvement Actions status as at July 2021**

These improvement actions are implemented by more than one Council Service

## APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT

### Cross-Directorate Improvement Actions 2020/21

	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
1.	<p><u>Shared Services and shared strategic management of Roads &amp; Transportation services</u></p> <p>Further explore opportunities for collaboration</p>	<p>Development of strategy across service areas. Fully agreed with Tus and Members in each Council.</p> <p>31 March 2021</p>	●	Red – Significant slippage	Progress in this activity has been challenging in the period, interim management of Grounds is in place until May 2022.	OP7 OP9 OP10
2.	<p><u>Channel Shift</u></p> <p>Move customers away from traditional channels of communication to digital channels such as self-serve and online services.</p>	<p>Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes.</p> <p>Council Tax on line launched January, 2020 Next projects identified and progressed. .</p>	●	Green- On track	The introduction of the Garden Waste Scheme significantly increased the use of online services. Residual effects of the Customer Service Centre being closed to visitors moved focus from face to face transactions to other channels. Ongoing statistics support the evidence of continued move to alternative channels.	
3.	<p><u>City Deal</u></p> <p>Implementation of projects in respect of:</p> <ul style="list-style-type: none"> <li>Inverkip road infrastructure progressed to FBC</li> <li>Expansion of the quayside and delivery of the Terminal building at Greenock Ocean Terminal having concluded the Options Appraisal</li> <li>Inchgreen project progressed to outline Business Case.</li> </ul>	<p>Delivery of business cases for all projects.</p> <p>Completion of options appraisal and where necessary re-submission of business cases reflecting current situations.</p>	●	Amber - Slight slippage	<p>The Inverkip project remains challenging – progress has been made in splitting the project with confirmation received that procurement restrictions do not apply for design works.</p> <p>The marine works for the project are complete. The options appraisal for the land based works was completed, the project is progressing having been re-rendered and the new main contractor has commenced on site.</p> <p>The outline business case for Inchgreen has been approved by the City Deal Cabinet and we are working towards the Final Business Case Submission.</p>	OP1, OP3, OP6



**APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT**

**Cross-Directorate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>	<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
4.	<p><u>Clune Park Regeneration</u></p> <p>Continue progress towards demolition in the area.</p> <p>Publication of the Eastern Gateway Strategy.</p>	<p>Delivery of the key elements of the masterplan.</p>	<p>● Red - Significant Slippage</p>	<p>A draft report has been received on the Eastern Gateway study. A report will be presented to the August Environment and Regeneration Committee providing a revised direction of travel.</p>	<p>OP7, OP9</p>
5.	<p><u>Contracts – Residual Waste</u></p> <p>To have an agreed Memorandum of Agreement in place.</p> <p>A waste management supplier has been identified.</p>	<p>Regular meetings between 3 authorities and Zero Waste Scotland to achieve agreement</p> <p>Agreed route to market</p> <p>October 2021</p>	<p>● Green - On track</p>	<p>Regular meetings have continued and a report will be presented in October 2021</p>	<p>OP9</p>

## APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT

### Service Improvement Actions – status as at July 2021

These improvement actions are implemented by individual Council Services

Environment and Public Protection						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
1.	<p><u>HEEPS (Home Energy Efficiency Programmes for Scotland)</u></p> <p>Increase energy efficiency in homes across Inverclyde through the continued delivery of HEEPS.</p> <p>Achieve successful bids in future years.</p> <p>Have in place an agreed plan with RSLs.</p>	<p>Delivery of the key areas of the HEEPS plan</p> <p>Collaborative working</p> <p>Full spend of allocated funding</p> <p>Year 2</p>	●	Green - On track	HEEPS continues to be delivered both in previously agreed areas and in working towards bids for new areas in collaboration with the RSLs.	OP4, OP6, OP9
2.	<p><u>Strategic Housing Investment Plan (SHIP)</u></p> <p>RSLs are supported to increase new housing provision in the area.</p>	<p>Regular programme meetings with RSLs and Scottish Government</p> <p>31 March 2021</p>	●	Green - On track	Tripartite programme meetings have been held with individual RSLs and SG. In addition to these meetings Housing Strategy are engaging with the RSLs collectively to progress the acquisition strategy and to work towards the next LHS. These meetings will also tease out any tensions around the SHIP programme.	OP4, OP6, OP7

## APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT

Shared Services – Roads						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
1.	<p><u>Sustainable Travel</u></p> <p>There is increased access to active and sustainable travel.</p> <p>Identify external funding opportunities e.g. Sustrans</p>	<p>Implementation of the actions in the Active Travel Strategy.</p> <p>Timescale for delivery is dependent on individual projects and initiatives</p>	●	On track	<p>A number of active travel projects have been delivered using Sustrans and Safer Walking Safer Routes and SPT.</p> <p>Other projects ongoing.</p>	OP6, OP7
2.	<p><u>Roads Network / Transport Infrastructure</u></p> <p>Improvement in the road network safety and condition in line with RAMP.</p> <p>Support economic growth by rolling forward the Local Transport Strategy across Inverclyde and West Dunbartonshire Councils.</p>	<p>Structured collaboration with West Dunbartonshire Council combined with appropriate project management.</p> <p>31 March 2021</p>	●	On track	<p>Shared capital delivery meetings are in place for learning and best practice</p>	OP3, OP7, OP9
3.	<p><u>Roads</u></p> <p>Delivery of programme within existing budget and timescale</p>	<p>Regular team meetings and updates</p> <p>Regular budget monitoring against projects</p> <p>Year 2</p>	●	Significant slippage	<p>Due to the impact of COVID-19 a number of projects have been moved into the financial year 2021/22</p>	OP7, OP9

## APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT

Regeneration and Planning						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
1.	<p><u>SME Activity</u></p> <p>Maintain or grow the existing company base.</p> <p>Increase level of local government participation for local businesses.</p>	<p>Support local businesses through contract and direct intervention</p>	<p>●</p>	<p>Green – on track</p>	<p>Through direct support from Officers and the Business Gateway contract the number of business starts up companies was the highest in recent history. The additional resource allocated to this area by the Council will help sustain and grow the company base</p>	<p>OP3</p>
2.	<p><u>Local Development Plan 2</u></p> <p>Local Development Plan is adopted.</p>	<p>Deliver project milestones.</p> <p>Participation in formal process.</p>	<p>●</p>	<p>Green – on track</p>	<p>The Housing strategy was produced and was subsequently superseded by the Local Development Plan – Proposed Plan which is currently out for consultation. and is under consideration</p>	<p>OP1,OP7, OP8</p>
3.	<p><u>Planning (S) Bill</u></p> <p>Settled position with implementation.</p>	<p>Staff resource required regarding community awareness.</p>	<p>●</p>	<p>Green – on track</p>	<p>The new planning and performance framework 4 is due to the issued in the Autumn 2021by the SG which will provide a material bearing on future engagement</p>	<p>OP7</p>
4.	<p><u>Digital Planning</u></p> <p>Government policy is fully implemented.</p>	<p>Deliver project milestones.</p>	<p>●</p>	<p>Complete</p>	<p>.The action is complete</p>	<p>OP7</p>

## APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT

Finance						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
5.	<p><u>Town Centres</u></p> <p>Town centres are sustainable</p>	Resource allocation	●	Red - Significant slippage	Covid-19 has had a significant detrimental impact on our town centres. Specific interventions including human resource and budget have been allocated to ensure that the impact is minimised.	OP3
Finance						
1	<p><u>Welfare Reform – Employees</u></p> <p>There is an adequately resourced Benefit and Customer Service Team in place.</p> <p>Clarity on timescales for managed migration and employee implications</p>	<p>Communication with employees and Trades Unions.</p> <p>Regular updates to the Policy and Resources Committee.</p> <p>Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership.</p>	●	Amber – slight slippage	<p>The DWP managed migration to UC has been extended to September 2024 resulting in slight slippage which is out with the control of the service.</p> <p>As and when developments have occurred, updates are provided to the Policy and Resources Committee and are communicated with employees and partners.</p> <p>The launch of Scottish Social Security adult disability benefits from summer 2022 may require additional resources.</p>	OP4, OP9, OP10

Finance

**APPENDIX 1: ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2019/22– PROGRESS REPORT**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
2	<p><u>Non-domestic rates Policy- Unoccupied Premises</u></p> <p>Policy set by the Council and communicated to Rate Payers</p>	<p>Policy approved by March, 2021 (initial timescale) but moved to 2022 due to Covid- 19</p> <p>Letters issued April, 2021 (initial timescale) but moved to 2022 due to Covid-19</p>	●	Green- On track	A proposed policy will be prepared for February 2022 P&R which will include a proposal to write to property owners giving 12 months’ notice of plans to charge non-domestic rates where reasonable. The implementation date has been delayed by one year due to the impact of Covid on businesses; it is possible it may be moved back further.	OP9, OP10
3	<p><u>Cloud Migration Strategy</u></p> <p>The review is complete and the recommendations arising from it have been implemented.</p>	<p>Engagement with suppliers and other local authorities.</p>	●	Green - On track	The next stage is implementation of Office 365 licences. The procurement process has now been concluded. The Implementation of Cloud based services such as MS Teams is progressing. Project resources have been identified and allocated.	OP9
<b>Legal</b>						
1	<p><u>Elections</u></p> <p>An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.</p>	<p>Develop succession planning to ensure that an Election Team is in place to deliver the required actions.</p>	●	Green - On track	Arrangements are progressing for the delivery of the local government elections in May 2022.	OP9 , OP10

## **APPENDIX 2**

### **ENVIRONMENT, REGENERATION AND RESOURCES CDIP IMPROVEMENT PLAN (Year 3)**

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

The Environment, Regeneration and Resources CDIP Improvement Plan is reviewed annually to ensure that the actions within it remain relevant, that it reflects the current position and also any new challenges that have emerged in the previous year. This section sets out the refreshed improvement actions for the Directorate.

Improvement Plan Overview	
<b>Public Protection and Recovery</b>	<b>Corporate Plan Priority</b>
Strategic Housing Investment Plan (SHIP)	OP4, OP6, OP7
Local Housing Strategy	OP1, OP7
<b>Finance</b>	<b>Corporate Plan Priority</b>
2022/23 Budget	OP9
Non domestic rates policy – Unoccupied premises	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
<b>Property Services</b>	<b>Corporate Plan Priority</b>
Transfer of former tied houses	OP9
Fee Income Target	OP9
<b>Legal Services</b>	<b>Corporate Plan Priority</b>
Information Governance	OP9
Elections	OP10
<b>Regeneration</b>	<b>Corporate Plan Priority</b>
City Deal	OP1, OP3, OP7
Town Centre Regeneration	OP1, OP3, OP7
Jobs Recovery Plan	OP1, OP3



## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

### Improvement Plan Overview

<b>Roads and Environmental Shared Services</b>	<b>Corporate Plan Priority</b>
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Sustainable Travel	OP6, OP7
<b>All Services</b>	<b>Corporate Plan Priority</b>
Review of Long Term Empty Homes levy	OP7, OP9

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

### 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
<b>Corporate Improvement Actions</b>								
CA1	<b>2022/23 Budget</b>	Council Strategy is to set a single year Budget for 2022/23 as this is the last year of the current Council.	Council to approve a balanced 2022/23 Revenue Budget and a 2022/25 Capital Programme which is within funding parameters.	Revenue Budget developed by March 2022.  Calculate funding gap by December 2021.  Identify sustainable funding for the 2022/25 Capital Programme  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	Interim Director Corporate Services and Org Recovery	Within existing resources	OP9
CA2	<b>Information Governance</b>	The 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	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.  December 2021	Finalised Freedom of Information Policy and associated guidance and procedures are agreed.  Improvement in response times and quality of FOI responses.	Interim Head of Legal Services	Contained within existing budgets.	OP9

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
		times of FOI responses. A training programme for officers is also needed.						
CA3	Channel Shift	<p>Many transactions take place through traditional channels, which can be more costly.</p> <p>Learning from Covid will highlight opportunities to expand on line / remote service delivery.</p> <p>Core platforms upgraded to allow more on line service delivery options</p>	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. Projects to be identified by services as part of the 22/23 budget.	<p>Monitoring of channel statistics.</p> <p>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.</p>	ICT Manager/ All Heads of Service	Within existing resources supported by Digital Access reserve and bids to the 2022/23 Budget process	OP9

### Cross-Directorate Improvement Actions

The delivery of these actions will involve more than one service in the Environment, Regeneration and Resources Directorate.

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
<b>Cross Directorate Improvement Actions</b>								
CD1	<b>Review of Long term empty homes levy</b>	Members have requested a review of the Policy after full public consultation	A sustainable LTE Policy supported by Members and the Public	Consultation –summer 2022, review by Members September 22. Amended policy approved as part of the 2022/23 Budget	Reports to Committee and reduction in complaints/ challenges	Interim Service Director Corporate Services & Organisational Recovery	Will depend on any changes approved by Members	OP9

### Service Improvement Actions

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

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
<b>Service Improvement Actions</b>								
<b>FINANCE</b>								
<b>FIN1</b>	<b>Non-domestic rates Policy-Unoccupied Premises</b>	Responsibility to be delegated to Councils to set NDR Policy for Unoccupied properties from March,2023	Policy set by the Council and communicated to Rate Payers	Policy Approved by March, 2022  Letters issued April, 2022	Policy Approved	Interim Director Corporate Services and Org Recovery	Within existing resources & Government Grant	OP9
<b>FIN2</b>	<b>Cloud Migration Strategy</b>	The majority of current systems are 'on premises'.  Existing licences have expired and need renewed.	Office 365 implemented including roll out of MS Teams and implementation of new telephony approach.	Procure Office365 licences and roll out throughout 2021.	Project delivered successfully	ICT Manager	Existing resources plus earmarked reserve for one off implementation costs	OP9
<b>PROPERTY SERVICES</b>								
<b>PS1</b>	<b>Transfer of former tied houses</b>	The service has responsibility for the management of a small number of houses retained as tied houses at the time of stock transfer to River Clyde Homes in 2007. The majority of tenancies were reviewed in 2010 and are now occupied under	All housing subject to regulation via the Scottish Housing Regulator transferred to River Clyde Homes.	Programme of survey and engagement with tenants on transfer undertaken in conjunction with River Clyde Homes, Scottish Housing Regulator and Tenant Participation Advisory Service.  December 2021	Completed property surveys with condition reports  Tenant consultation and response on conditions of transfer.	Interim Head of Property Services	Within existing resources	OP9

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
		Scottish Secure Tenancies with the associated requirement for the Council to abide by the legislation enforced by the Scottish Housing Regulator.						
<b>PS2</b>	<b>Fee Income Target</b>	Current resources are not aligned to medium projections of fee income and the workforce demographic means key employees will leave over the next few years	Resources which better match available workload and fee targets  Increased opportunities for development and reduced use of agency/consultants	Succession Planning monitoring and restructure approved by CMT.  Proposals agreed March , 2022	Achievement of fee targets 2021/23	Interim Head of Property Services	Mya be some VER costs subject to VFM criteria being met	
<b>LEGAL SERVICES</b>								
<b>LS1</b>	<b>Elections</b>	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 and to support the new Returning Officer	Successful completion of the Local Government Election 2022.	Interim Head of Legal Services	Within existing resources	OP10
<b>ROADS AND ENVIRONMENTAL SHARED SERVICES</b>								

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
R&E SS1	<b>Collaboration and shared strategic mgt of Roads &amp; Transportation services</b>	Challenges continue to exist in the delivery of this model.	In a shared collaborative model sharing best practice and efficiencies in Service delivery.	Regular engagement between both local authorities and workshops with trade unions identifying and maximising opportunities  Review in May 2022	Demonstration of shared delivery benefits with shared knowledge and learning	Shared Head of Roads and Environmental Services	Within existing resources	OP7 OP9 OP10
R&E SS2	<b>Sustainable Travel</b>	Identification of key active travel and sustainable travel links	Development of external funding bids and delivery of identified sustainable transport projects	Through successful funding bids and delivery of projects Review in April 2022	Submission of projects to capital plan and delivery of projects	Shared Head of Roads and Environmental Services	Within resources and external funding awards	OP6 OP7
<b>PUBLIC PROTECTION AND RECOVERY</b>								
PP& R1	<b>SHIP</b>	The Council has an approved Strategic Housing Investment Plan for the period 2019/22 – 2023/26.	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government  31 March 2022	Increase in the number of good quality, affordable homes that meet the needs of our residents	Interim Head of Service Public Protection and Recovery	Funding of the SHIP programme is direct from Scottish Government to RSLs.	OP4 OP6 OP7
PP& R2	<b>Local Housing Strategy</b>	A new LHS for 2023-2028 is due to be developed.	The new LHS provides a vision for housing in accordance with Housing to 2040.	Initial discussions and strategy development to End of March 2022.  Consultation on Strategy to October 2022.  Strategy approved by committee by January 2023	The strategy meets the particular housing needs and circumstances of the Inverclyde community in all tenures.	Interim Head of Service Public protection and Recovery	N/A	OP1 OP7
<b>REGENERATION</b>								

## APPENDIX 2: ENVIRONMENT, REGENERATION AND RESOURCES REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
R1	City Deal	Positive momentum continues with all three City Deal projects	Ocean Terminal complete by May 2022  Inchgreen Final Business Case approved December 2021 with works commenced in quarter one 2022 Inverkip Outline Business Case approved 2021	Delivery of business cases for all projects.  Staff resource.  Inchgreen Final Business Case approved December 2021 with works commenced in quarter one 2022 Inverkip Outline Business Case approved 2021	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.	Regeneration Manager	Staff resources supplemented by consultant support	OP1, OP3, OP6
R2	Town Centre	The impact of COVID-19 has had a significant detrimental effect on our town centres	Town centres to return to pre-COVID-19 activity levels with a void rate similar to the west of Scotland average.	Work with the business community to encourage a return to the town centres by the general public over the next two years (2021/23)	Activity levels and voids will be our indicators which will be reported to committee	Interim Service Director Environment and Economic Recovery	Staff resource and emr budget	OP1, OP3, OP7
R3	Jobs Recovery Plan	COVID-19 has the potential to have a significant impact on our unemployed statistics	Inverclyde's unemployment statistics to be equal to, or better than, our pre pandemic figures	Work with clients, the community and employers to retain and develop posts whilst deploying the Councils employability interventions over the next 24 months	Monitoring of employment situation locally.  Regular reports to Committee	Interim Service Director Environment and Economic Recovery	Existing core budgets and emr's	OP1, OP3



## Environment, Regeneration and Resources Directorate Performance Information

Key Performance Measures	Performance				Pre-Covid Target	Post Covid Targets 2021/22	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20	2020/21				
Council Tax – In year collection level	95.5%	95.7%	95.4%	94.4%	95.5%	90.5%	89%	LGBF indicator – 22 <sup>nd</sup> best performing authority in Scotland (2019/20)
Speed of processing changes in circumstances to Housing Benefit	4days	3.74 days	2.55 days	1.95 days	4 days	4 days	6 days	
Speed of Processing new claims for Council Tax Reduction	30 days	33 days	31 days	20 days	34 days	34 days	37 days	
Percentage of invoices sampled that were paid within 30 days	96.6%	95.86%	96.2%	96.84%	97.13%	95.0%	93.5%	LGBF indicator – 5 <sup>th</sup> best performing authority in Scotland (2019/20)
ICT Service Delivery Corporate Incident SLA Attainment	94.7%	88.8%	90.4%	85.17%	95%	90%	85%	These two indicators have now been merged and so performance is the same for both. Performance is lower due to the shift in priorities to support home working and other COVID issues during the year.
ICT Schools Service Delivery Schools Incident SLA Attainment	91.6%	91.1%	90.4%	85.17%	95%	90%	85%	
Category 1 Potholes – Make safe/repair within 24 hours of identification	100%	100%	100%	100%	90%	No change	85%	
Category 2 Potholes – Make safe/repair within 7 days of identification	98.6%	92.8%	100%	98.9%	80%	No change	75%	
Street Lighting Failed Dark Lamp	85.6%	90.6%	92.3%	88.9%	92%	No change	87%	
Waste Recycling (households)	57%	56%	54%	Not yet available	50%*	No change	47%	LGBF indicator – 11 <sup>th</sup> best performing authority in Scotland (2019/20)
Number of Business/Property Assists	27	27	16	14	25	16	13	-

## Environment, Regeneration and Resources Directorate Performance Information

Key Performance Measures	Performance				Pre-Covid Target	Post Covid Targets 2021/22	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20	2020/21				
Percentage of all planning applications decided in under 2 months	87%	80%	84%	71.3%	90%	No change	85%	-
Percentage of householder planning applications decided in under 2 months	96%	90%	92%	76.6%	95%	No change	90%	-
Percentage of building warrants assessed within 20 working days of registration	97%	95%	94%	94%	95%	No change	90%	-