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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>23 May 2023</b>
<b>Report By:</b>	<b>Chief Executive and Corporate Director, Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>PR/12/23/KM</b>
<b>Contact Officer:</b>	<b>Louise Long</b>	<b>Contact No:</b>	<b>01475 712146</b>
<b>Subject:</b>	<b>Policy and Resources Committee Delivery and Improvement Plan 2023/26</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is to seek Committee approval for the Policy and Resources Committee Delivery and Improvement Plan 2023/26. The Plan is attached as appendix 1.
- 1.3 This Committee Delivery and Improvement Plan supports the delivery of the new Council Plan strategic priorities and replaces the former Corporate Directorate Improvement Plans (CDIPs). Previously, progress in the delivery of the 'Corporate Services' actions within the Environment, Regeneration and Resources CDIP and the Education, Communities and Organisational Development CDIP, were reported to this Committee.
- 1.4 The Environment and Regeneration Committee and Education and Communities Committee have each received their own Committee Plan 2023/26.

## **2.0 RECOMMENDATIONS**

- 2.1 The Committee is asked to:
- Approve the Policy and Resources Committee Delivery and Improvement Plan 2023/26;
  - Note that progress reports on the delivery of this Plan and its key performance indicators will be brought to this Committee, as outlined in paragraph 3.4; and
  - Note that as this is the first iteration of the Committee Plans, there may be further refinement of all three plans going forward.

**Louise Long,  
Chief Executive**

**Ruth Binks  
Corporate Director, Education  
Communities & Organisational  
Development**

### 3.0 BACKGROUND AND CONTEXT

3.1 At its meeting held on 21<sup>st</sup> March 2023, the Policy and Resources Committee approved the development of Committee Delivery and Improvement Plans to replace the Corporate Directorate and Improvement Plans. The new model aligns each Plan to its respective Committee as shown below:

<b>Plan Name</b>	<b>Scope</b>	<b>Reporting to:</b>
Environment and Regeneration Delivery and Improvement Plan	Roads and Environment Regeneration, Planning and Public Protection Property Services	Environment and Regeneration Committee
Education and Communities Delivery and Improvement Plan	Education Services Communities and Educational Resources	Education and Communities Committee
Policy and Resources Delivery and Improvement Plan	Legal, Democratic, Digital and Customer Services Finance Organisational Development, Policy and Communications	Policy and Resources Committee

3.2 The Policy and Resources Committee Plan 2023/26 is attached as Appendix 1 for the consideration and approval of this Committee. The Action Plan has been developed taking account of:

- Actions derived from the Council Plan strategic priorities, cascaded to individual Directorates / services;
- Corporate self-evaluation improvement actions;
- Priorities relating to areas of strategic service delivery;
- Improvement actions from External Audit Reports; and
- Improvement actions arising from Service Review.

3.3 The Committee Plan is structured under the headings of People, Place and Performance. This is consistent with the new Council Plan approach. It aims to be simpler and more outcome focussed than the previous CDIP, setting out clearly what will be delivered and how, what the difference will be and the linkages to the Council Plan.

3.4 Progress reports on the actions will be brought to every second meeting of this Committee. Some of the performance indicators will have updates available over the course of the year and these will be reported six monthly. Other performance indicator data will be presented annually to the Committee. The Committee will also receive a number of annual reports on a range of thematic work related to its remit. These are listed in the Committee Plan.

3.5 The key risks relevant to the Committee are contained within the Committee Plan. Updates against the areas of highest risk will be provided to the Committee six monthly.

3.6 Related to this, Committee Plans for Environment and Regeneration and Education and Communities have been received by their respective Committee.

3.7 The Committee Plans will be refreshed and updated annually with new actions added and completed actions removed over their three-year lifespan. As this is the first iteration of the Plans, the improvement actions and PIs may be subject to further refinement as we move forward.

#### 4.0 PROPOSALS

4.1 The Committee is asked to approve the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

#### 5.0 IMPLICATIONS

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

SUBJECT	YES	NO	N/A
Financial		X	
Legal/Risk	X		
Human Resources		X	
Strategic (LOIP/Corporate Plan)	X		
Equalities & Fairer Scotland Duty			X
Children & Young People's Rights & Wellbeing			X
Environmental & Sustainability			X
Data Protection			X

#### 5.2 Finance

There are no additional costs that have not been budgeted for within this Plan.

One off Costs

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

Annually Recurring Costs/ (Savings)

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

#### 5.3 Legal/Risk

There are no legal implications associated with this report, whilst the key Committee risks are highlighted within the Plan.

#### 5.4 Human Resources

There are no human resources implications associated with this report.

## **5.5 Strategic**

The Policy and Resources Committee Delivery and Improvement Plan directly supports the new Council Plan 2023/28 and is closely aligned to the delivery of the Council Plan outcomes.

## **6.0 CONSULTATION**

6.1 The Corporate Management Team have considered and support the Plan's actions, performance measures/targets and key risks identified.

## **7.0 BACKGROUND PAPERS**

7.1 None.

Appendix 1

# Policy and Resources

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COMMITTEE DELIVERY AND IMPROVEMENT PLAN 2023/26

APRIL 2023

Inverclyde  
council

## Policy and Resources Committee Delivery and Improvement Plan 2023/26

In April 2023, following a public consultation on local priorities, Inverclyde Council committed to the delivery of a new, ambitious Council Plan 2023/28. The Council Plan established a number of priorities for the Council.

### Theme 1: PEOPLE

- Our young people have the best start in life through high quality support and education;
- Gaps in outcomes linked to poverty are reduced;
- People are supported to improve their health and wellbeing;
- More people will be in employment, with fair pay and conditions; and
- Our most vulnerable families and residents are safeguarded and supported.

### Theme 2: PLACE

- Our communities are thriving, growing and sustainable
- Our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a sufficient supply of business premises; and
- Our natural environment is protected.

### Theme 3: PERFORMANCE

- High quality and innovative services are provided, giving value for money; and
- Our employees are supported and developed.

This Committee Delivery and Improvement Plan is the result of a detailed assessment of how the 'enabling' Services, which support all areas of Council activity, can effectively support the delivery of the Council priorities and Best Value.

This Plan encompasses the Organisational Development, Policy and Communications Service, Finance Service and Legal and Democratic, Digital and Customer Services which deliver the key functions of:

Organisational Development, Policy and Communications	Organisational Development, Human Resources, Employee Development, Corporate Health and Safety, Payroll, Workforce Planning, Corporate Communications, Corporate Policy, Performance Management, Community Planning, Corporate Equalities
Finance Service	Strategic Finance, Directorate Finance and Accountancy, Budgeting, Statutory Group Accounts, Creditors, Insurance, Treasury Management, Council Tax Services, Revenues, Debt Recovery, Housing Benefits, Scottish Welfare Fund
Legal, Democratic, Digital and Customer Services	Legal Service, Administration, Licensing, Litigation, Contracts & Conveyancing, Courts, Members Services and Support, Committee support, Community Council liaison, Election Management, Information Governance, Customer Services, Customer Contact Service, ICT Strategy, Operation and Support, Modernisation, Registration Services, Internal Audit, Risk Management

The Delivery and Improvement Plan sets out how the Council Plan priorities will be delivered via the implementation of the following workstreams:

## Delivery and Improvement Plan

### PEOPLE

What will be delivered?		How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
1	A new Partnership Plan 2023/33 for the Inverclyde Alliance will be implemented, underpinned by an effective governance, delivery and reporting framework.	<p>Development of Partnership Action Plans and PIs.</p> <p>Further develop the Locality Planning model for Inverclyde, linked to the Community Council review</p> <p><b>Lead Officer:</b> Head of OD, Policy and Communications</p>	<p>31/10/23</p> <p>31/03/24</p>	Partnership working brings renewed added value and all partners are committed to the delivery of Alliance priorities and improved outcomes.	All outcomes within the Council Plan
2	A new Council Plan 2023/28, supported by Committee Delivery Improvement Plans, will be embedded across the Council.	<p>Council Plan submitted to The Inverclyde Council for approval.</p> <p>Committee Delivery and Improvement Plans are approved by their respective Committee.</p> <p>Development of Service Plans for each Head of Service to support the Committee Delivery and Improvement Plans.</p> <p>Review of the new performance management arrangements with Corporate Management Team.</p> <p><b>Lead Officer:</b> Head of OD, Policy and Communications</p>	<p>20/04/23</p> <p>31/05/23</p> <p>31/10/23</p> <p>31/03/24</p>	The strategic planning framework is strengthened, with evidence of a strong 'Golden Thread', supporting the delivery of the Council's priorities and improved outcomes.	All outcomes within the Council Plan

# PLACE

What will be delivered?		How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
1	Local policies introduced in relation to both non-domestic rates empty property relief scheme and 2 <sup>nd</sup> Homes Council Tax levy.	<p>Development of a local Non-Domestic Rate Empty Relief Policy.</p> <p>Policy implementation from April 2024</p> <p>Development of a 2<sup>nd</sup> Homes Council tax levy Policy</p> <p>Policy Implementation from April 2024</p> <p><b>Lead Officer:</b> Chief Financial Officer</p>	<p>30/09/23</p> <p>01/04/24</p> <p>30/9/23</p> <p>01/04/24</p>	<p>Reduced number of vacant business properties and local business needs are better met.</p> <p>A policy which reflects the balance between attracting people to stay within Inverclyde and ensuring availability of properties for local residents.</p>	<p>Our economy &amp; skills base are developed</p> <p>Our communities are thriving, growing and sustainable</p>
2	The Scheme of Establishment for Community Councils will be updated and adopted, with those Community Councils formed following elections.	<p>Drafting of, and engagement on, new Scheme of Establishment for Community Councils, including with residents, Community Councils and Elected Members.</p> <p>Adoption of new Scheme of Establishment for Community Councils.</p> <p>Elections held for Community Councils.</p> <p><b>Lead Officer:</b> Head of Legal, Democratic, Digital and Customer Services</p>	<p>14/11/23</p> <p>14/11/23</p> <p>14/12/23</p>	<p>Community Councils in Inverclyde will be refreshed with all Community Councils being formed and active in their communities, helping support delivery of the Council Plan and the Partnership Plan.</p>	<p>Our communities are thriving, growing and sustainable</p>
3	A new Alcohol Licensing Policy Statement will be adopted by Inverclyde Licensing Board.	<p>Drafting of, and engagement on, new Alcohol Licensing Policy Statement, including with residents, Inverclyde Licensing Forum, Inverclyde Licensing Board, Police Scotland and NHS/ADP.</p>	<p>30/11/23</p>	<p>Alcohol licensing in Inverclyde will be governed by a refreshed strategic policy statement that consider the statutory licensing objectives, including (i) preventing crime and disorder and (ii)</p>	<p>Our communities are thriving, growing and sustainable</p>



What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
	Adoption by Inverclyde Licensing Board of new Alcohol Licensing Policy Statement.  <b>Lead Officer:</b> Head of Legal, Democratic, Digital and Customer Services	30/11/23	protecting and improving public health.	

**PERFORMANCE**

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
1	The skills required to deliver key corporate initiatives will be supported via the implementation of the final year of the People and Organisational Development (POD) Strategy 2020/23 and development of a new Strategy 2024/26.	Implementation of ongoing Action Plan (2023) including: <ul style="list-style-type: none"> <li>• Coaching &amp; Mentoring Scheme</li> <li>• Achievement of Equally Safe Accreditation</li> <li>• Updated performance appraisal process</li> </ul> In consultation with key stakeholders, identify and develop new initiatives for the POD 2024/26.  <b>Lead Officer:</b> Head of OD, Policy and Communications	31/12/23 31/07/23  30/09/23  31/03/24	Workforce planning and management of change is facilitated by the effective use of employees.  Employees will be supported with improved skills and knowledge to deliver corporate initiatives.	Our employees are supported and developed
2	A multi-year budget for Inverclyde Council will be approved.	Development of the Revenue Budget for the period 2024/26.  Development of the Capital Budget 2024/27.  <b>Lead Officer:</b> Chief Financial Officer	31/03/24	There is greater certainty around Council finances, allowing services to plan more effectively.	High quality and innovative services, giving value for money

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
3	The approach to asset accounting and reporting will be strengthened.	<p>Revaluation of Heritage assets in line with Audit Action</p> <p>Compliance with IFRS 16 Embedded cyclical revaluations and indexations in line with audit requirements</p> <p><b>Lead Officer:</b> Chief Financial Officer</p>	<p>30/06/24</p> <p>30/06/24 30/09/23</p>	<p>The Council's heritage asset valuations are up to date</p> <p>Asset accounting records comply with latest accounting standards</p>	High quality and innovative services are provided, giving value for money
4	Modernisation of Council.	<p>Have 4 Digital Modernisation projects approved by the DMPB/P&amp;R and implemented.</p> <p>Continue delivery of the Council's Digital Strategy to deliver better services for customers and citizens, including through Channel Shift.</p> <p>Continue delivery of the Council's ICT Strategy to support the changing face of the Council, including through progression of migration towards a cloud-based service including a hybrid telephony solution.</p> <p>Progress on the above to be reported to P&amp;R every second cycle.</p> <p>Refresh the Council's Digital Strategy and ICT Strategy, to be adopted by P&amp;R during 2024.</p> <p><b>Lead Officer:</b> Chief Executive</p>	<p>31/03/24</p> <p>31/03/24</p> <p>31/03/24</p> <p>31/10/2024</p>	<p>Efficiency and effectiveness of the Council's services is improved along with improved customer/citizen experiences.</p> <p>New and more flexible ways of working is supported and improved information governance compliance.</p> <p>Rationalisation building, reduce buildings.</p>	High quality and innovative services are provided, giving value for money

What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
	<p>Implement New Ways of Working Phase 2, including a review of operational properties to ascertain the potential for further estate rationalisation.</p> <p><b>Lead Officer:</b> Director, Environment and Regeneration</p>	31/03/26		

**Annual Reports**

The following reports will be submitted to Committee on an annual basis.

- Equalities Mainstreaming Report
- Annual Report & Accounts
- Treasury Annual Report
- Governance of External Organisations
- FOI Annual Report
- Complaints Annual Report
- RIPSAs Annual Report
- Data Protection Annual Report
- Workforce Information Activity Annual Report
- People & Organisation Development Annual Report
- Employee Survey Plan (3 yearly)
- Equality Mainstreaming Report 2023, Equality Outcomes 2021/25 and the Equal Pay Statement 2023 (every two years)

Policy and Resources Key Performance Indicators

Services will monitor the performance of these key performance indicators over the lifetime of the Plan. Depending on the data source, new performance data will be provided to the Committee on an annual or six-monthly basis. This reflects that national data tends to be published annually.

Performance data for the following measures will be provided to the Committee annually (with the exception of the PIs where the data is sourced from the Employee Survey).

Key Performance Measures	Performance				Target	Comment	Frequency of reporting
	2019/20	2020/21	2021/22	2022/23	2023/24		
Total useable reserves as a % of Council annual budgeted income (LGBF)	24.2%	26.9%	23.7%	TBC – May P&R	27.0%	2021/22 Scottish average 24.4% Family group average 26.9%	Annual
Uncommitted General Fund Balance as a % of annual budgeted net revenue (LGBF)	2.8%	2.5%	2.3%	TBC -May P&R	2.0%	2021/22 Scottish average: 3.5% Family group average: 2.5%	Annual
Ratio of Financing Costs to Net Revenue Stream (LGBF)	12.6%	12.3%	10.2%	10.6%#	9.55%	2021/22 Scottish average: 5.9% Family group average: 5.3%  # Projection March 2023	Annual
Actual outturn as a % of budgeted expenditure	98.8%	98.7%	99.4%	TBC -May P&R	99.5%	2021/22 Scottish average: 98.3% Family group average: 98.2%	Annual

Key Performance Measures	Performance				Target 2023/24	Comment	Frequency of reporting
	2019/20	2020/21	2021/22	2022/23			
Percentage of completed appraisals	92%	N/A	92%	94%	95%	The 2021/22 PI covers an 18 month period due to the impact of Covid.	Annual
Gender pay gap (LGBF)	7.52%	7.39%	6.6%	Available August 2023	6.0%	2021/22: Scottish average: 3.5% Family Group average: 2.7%	Annual
Percentage of the population with an active Community Council	62.95%	62.95%	62.95%	62.95%	100%	Figures based upon 2018 population figures. Target is for after the 2023/24 community council elections	Annual
% of employees that said they are aware of the Council Plan	45%	Survey not conducted	Survey not conducted	46%	N/A	No comparable benchmarking data	Currently every 3 years, however to deliver more timeous data, options to move to 2 years will be explored.
% of employees that said they are aware of the LOIP / Partnership Plan	47%	Survey not conducted	Survey not conducted	48%	N/A		

Performance data for the following measures will be provided to the Committee every six months

Key Performance Measures	Performance				Target 2023/24	Comment	Frequency of reporting
	2019/20	2020/21	2021/22	2022/23			
Council Tax in year collection level	95.4%	94.4%	95.5%	95.9% *	95%	* Draft out-turn subject to audit	Six monthly

Key Performance Measures	Performance				Target 2023/24	Comment	Frequency of reporting
	2019/20	2020/21	2021/22	2022/23			
Percentage of invoices sampled that were paid within 30 days	96.2%	96.84%	95.5%	96% **	95.5%	**Position as at 28/02/23	Six monthly
Sickness absence (total number of FTE days lost)	9.2 days	6.9 days	8.3 days	11.1days***	9 days	***Based on quarterly data, provisional data Will be subject to further checks and reported in the WIAR.	Six monthly
Employee turnover	9.42%	7.17%	10.09%	11.6%****	10%	****Provisional data. Will be subject to further checks and reported in the WIAR.	Six monthly
Corporate Training Courses Attended	499	110	211	549	500	Data relates to Council provided courses and attendance is voluntary. Target reflects that 2022/23 performance may include a temporary increase following pandemic recovery.	Six monthly
Society for Innovation, Technology and Modernisation (Socitm) accessibility score (Council website)	-	March 2021 87 (good)	March 2022 90 (excellent)	March 2023 94 (excellent)	March 2024 95 (excellent)		Six monthly
% of Freedom of Information and Environmental Information Regulations requests that were responded to within statutory timescales	2019 91%	2020 80%	2021 80%	2022 91%	2023 92%	Full year data is reported annually to P&R Committee	Six monthly
Number of complaints received per 1,000 population	5.0	3.5	4.1	4#	4	# Provisional data. Full year is reported annually to P&R Committee	Six monthly

Classification : Official

Key Performance Measures	Performance				Target	Comment	Frequency of reporting
	2019/20	2020/21	2021/22	2022/23	2023/24		
The number of data breaches notified to the Information Commissioner's Office (ICO)	3	2	3	2	2	Full year data is reported annually to P&R Committee	Six monthly
Percentage of transactions dealt with through the Council's Customer Service Centre portal that are digital	2019 14%	2020 65%	2021 66%	2022 71%	2023 75%		Six monthly
Number of RIDDOR incidents (Reporting of injuries, diseases and dangerous occurrences regulations 2013) per 100,000 employees	581	651	281	290	240	* While a target of zero RIDDOR incidents is the aim, this can encourage nonreporting of incidents which can result in failure to meet our legal requirement to report	Six monthly



Policy and Resources Risk Management

Risk management is an integral part of corporate governance and sound management. The effective identification, assessment and management of risk is key to helping Inverclyde Council be successful in delivering its objectives, whilst protecting the interests of their stakeholders.

The highest risks to the Committee are:

Risk No	*Description of RISK Concern (x,y,z)	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Change in Score	Current Controls	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates	Review Date
<b>Corporate Finance Service (incorporating cross service risks)</b>										
1	<p><b>Financial Risk</b></p> <ul style="list-style-type: none"> <li>- Capacity to provide services to other Council services in the face of current and ongoing cuts to budgets:</li> <li>- Further reductions in staff in service delivery areas will result in an impact to length of time for work completion to increase.</li> <li>- Increased likelihood that deadlines will be missed with resultant reputational damage and potential regulatory sanctions</li> </ul>	4	4	1	16	No Change	<ul style="list-style-type: none"> <li>- Identifying extra income taking out unnecessary work and ensuring operational continuity;</li> <li>- Increased cross training and reliance on technology;</li> <li>- Review working process and look at what we need to do against what is expected;</li> <li>- Regular workload/ performance monitoring</li> <li>- Implement Workforce Development Planning;</li> <li>- Prioritisation of modernisation projects.</li> <li>- Use of Graduate Training and employment schemes</li> </ul>	Chief Executive / Heads of Service	<ul style="list-style-type: none"> <li>- Early warning system operated within the services to flag to relevant senior officers where deadlines may be missed and focus is required;</li> <li>- Cross Directorate working to improve capacity;</li> <li>- Prioritisation of the strategic priorities as outlined in the Committee Plan</li> <li>- Flag to CMT if unable to meet timescales or requests due to capacity</li> </ul>	Dec-23

Risk No	*Description of RISK Concern (x,y,z)	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Change in Score	Current Controls	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates	Review Date
2	<b>People Risk</b> Recruitment and retention of suitably qualified and experienced staff	4	4	1	16	No change	<p>Developing a programme of Grow our Own whilst making Inverclyde an attractive place to work.</p> <p>Use of graduate training schemes.</p> <p>Use of modern apprenticeship training schemes.</p>	Director / Heads of Service	<ul style="list-style-type: none"> <li>- Refreshed recruitment process</li> <li>- High quality support to staff through HR policies and line management support outlined in the People and Organisational Development Strategy</li> <li>- Reductions in the use of temporary posts</li> <li>- Incentives to support commitment to employee development</li> </ul>	Dec'23
3	<b>Partnership Risk</b> The risk that we do not get the assurance from our partners that is required or that a major partner "fails" (Partnership/Access)	3	4	3	12	No change	<ul style="list-style-type: none"> <li>- Regular Financial governance reviews and report on its effectiveness.</li> <li>- Major partnership board presence;</li> <li>- Regular meetings formal and informal; Papers; Briefings</li> <li>- Annual reports to relevant Strategic Committee</li> <li>- Annual Review reported to Committee</li> <li>- Financial checks reviewed as part of review of Governance review.</li> </ul>	Chief Financial Officer/CMT	<ul style="list-style-type: none"> <li>- Highlight concerns at an early stage to CMT and relevant Directors.</li> <li>- Support Directors at Governance meeting.</li> </ul>	Dec-23



**Requires Active Management**

High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level.

Classification : Official

**Contingency Plans**

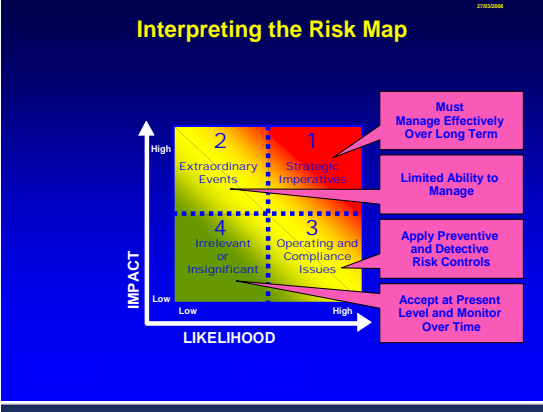
A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from plan.

**Good Housekeeping**

May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same.

**Review Periodically**

Risks are unlikely to require mitigating actions but status should be reviewed frequently to ensure conditions have not changed.



## Monitoring and Reporting

Inverclyde Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation and in our public performance reporting.

Progress on the delivery of this Plan will be monitored using the Council's performance management system, Pentana, which allows us to track the progress of each action and review the overall progress that is being made in the delivery of the Council Plan priorities. Progress reports will be scrutinised at every second Committee meeting and published on the Council's website for the public.

These reports and a range of other performance information will be published will be available here: <https://www.inverclyde.gov.uk/council-and-government/performance>