
Report To: Environment & Regeneration Committee **Date:** 01 May 2014

Report By: Acting Corporate Director Environment, Regeneration & Resources **Report No:** 2014/E&R/02/AP

Contact Officer: Alan Puckrin **Contact No:** 01475 712764

Subject: Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013/2016 – Annual Review

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval for those aspects of the Environment, Regeneration & Resources Corporate Directorate Improvement Plan which fall within the remit of the Environment & Regeneration Committee.

2.0 SUMMARY

- 2.1 The Environment, Regeneration & Resources Corporate Directorate Improvement Plan was approved by the Environment & Regeneration Committee on 02 May 2013. Part of the process is to provide an annual refresh to Committee as well as providing updates on progress to every second meeting of the Committee.
- 2.2 The refreshed Corporate Directorate Improvement Plan (CDIP) is attached as Appendix 1 and the following matters have been reflected:
- (a) The interim working arrangements arising from the temporary secondment of the Corporate Director to the role of Interim Chief Executive Riverside Inverclyde.
 - (b) The management structure changes arising from the merging of Legal & Democratic Services and Property Services and the transfer of Facilities Management Services to Environmental & Commercial Services.
 - (c) Updates to the Action Plan including the provision of more mile stones to make the Action Plan SMART.
 - (d) An updated Risk Register.
 - (e) Updated performance targets plus all SOLACE indicators which appeared in the 3rd and 4th quartile now included.
- 2.3 Updates against the refreshed Corporate Directorate Improvement Plan will be presented to every second meeting of the Committee as previously agreed.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approve the refreshed Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013/2016.

Alan Puckrin
Acting Corporate
Director Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The Council adopted a new approach to Corporate Directorate Improvement Planning to take effect from April 2013. Part of the process, in addition to producing a 3-year Corporate Directorate Improvement Plan, was that an annual review of the CDIP be carried out and reported to Committee.
- 4.2 In addition, it was agreed that an update on progress against actions and performance would be provided to service committees every second cycle.

5.0 CURRENT POSITION

- 5.1 The refreshed Corporate Directorate Improvement Plan is attached as Appendix 1. The update reflects the following issues:
- (a) Changes to the management structure – following the secondment of the Corporate Director Environment, Regeneration & Resources to the role of Interim Chief Executive Riverside Inverclyde the document reflects the current interim working arrangements.

In addition, the document reflects that, from 01 April 2014, Property Services have merged with Legal & Democratic Services to form Legal & Property Services whilst Facilities Management has transferred to Environmental and Commercial Services.
 - (b) The Action Plan has been reviewed and updated with a specific view to making the previously approved actions more measurable by using SMART criteria. This should enable Committee to better track delivery of the actions previously agreed.
 - (c) The Directorate Risk Register has been reviewed and updated to reflect current assessed risks.
 - (d) In line with Corporate Management Team agreement the performance section of the report now includes all SOLACE performance indicators where the Council is ranked in the 3rd or 4th quartile and reflects specific actions to be undertaken over the next 12 months by officers to try and improve performance.
- 5.2 Once the revised CDIP has been approved then, as previously agreed, updates will be presented to the Environment & Regeneration Committee every second cycle.

6.0 IMPLICATIONS

Finance

- 6.1 There are no specific financial implications arising from this report outwith those that are built into the already approved budgets.

Financial Implications:

One off Costs

| Cost Centre | Budget Heading | Budget Years | Proposed Spend this Report £000 | Virement From | Other Comments |
|-------------|----------------|--------------|---------------------------------|---------------|----------------|
| N/A | | | | | |

Annually Recurring Costs/ (Savings)

| Cost Centre | Budget Heading | With Effect from | Annual Net Impact £000 | Virement From (If Applicable) | Other Comments |
|--------------------|-----------------------|-------------------------|-------------------------------|--------------------------------------|-----------------------|
| N/A | | | | | |

Legal

6.2 There are no specific legal implications arising from this report.

Human Resources

6.3 There are no specific HR implications arising from this report.

Equalities

6.4 There are no equalities implications specifically arising from this report.

Repopulation

6.5 The Environment, Regeneration & Resources Directorate is integral to the Council's approach to slowing down depopulation and reversing this trend. The actions contained within the attached Corporate Directorate Improvement Plan will play a major role in delivering this Council commitment.

7.0 CONSULTATIONS

7.1 The revised Corporate Directorate Improvement Plan has been considered and approved by the Corporate Management Team.

8.0 BACKGROUND PAPERS

8.1 None.

Environment Regeneration & Resources Corporate Directorate Improvement Plan

2013-16



Inverclyde
council

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

Arabic

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

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

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

Hindi

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

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

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

Punjabi

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

Urdu

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

Corporate Director Environment Regeneration & Resources.

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1 Introduction

1.1 On behalf of the Environment Regeneration and Resources Directorate, we are delighted to present our Directorate Improvement Plan for 2013 -16. The Directorate Improvement Plan is an integral part of the Council's strategic planning and performance management framework. It assists in shaping the strategic direction and key programmes, actions and improvements which the Environment, Regeneration and Resources Directorate will deliver in the period up to 2013-16.

1.2 Over the coming years, the Directorate will face challenges in delivering the Inverclyde Alliance's vision for Inverclyde, none more so than addressing the continued significant downturn in local and global economies and the decline in local population. The Directorate will also assist in the organisational transformation of Inverclyde Council. In this regard the Directorate will help deliver a future where:

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

1.3 In particular we will support major Initiatives including:-

- Roll out various initiatives aimed at stabilising the local population
- Our physical assets and resources are efficiently and effectively managed
- Our governance and administrative arrangements are appropriate for a 21st century customer facing organisation
- We continue to implement the Flood Prevention Plan
- We will continue to implement the Roads Asset Management Plan
- Our recycling performance meets the Scottish Government recycling targets
- We are implementing changes introduced through the Welfare Reform Act
- Implementation of the School Estate Strategy continues, the new Port Glasgow Community Campus and refurbished St Columba's High School and Mearns Centre all opened in 2013 and refurbishment of Ardgowan Primary School commenced in April 2014. Design work is ongoing for refurbishment of St John's and Kilmacolm Primary Schools and a new replacement school for St Patricks Primary School.
- Implementation of the Office Rationalisation programme with work starting in Wallace Place, former Central Library and Port Glasgow Offices refurbishment in 2013. Port Glasgow Office due to open in May 2014, former

Central Library Offices in August 2014 and Wallace Place Library offices in October 2014.

- Development of the Depot Rationalisation programme continues, with work continuing at Pottery Street and commencing at Kirn Drive 2014.

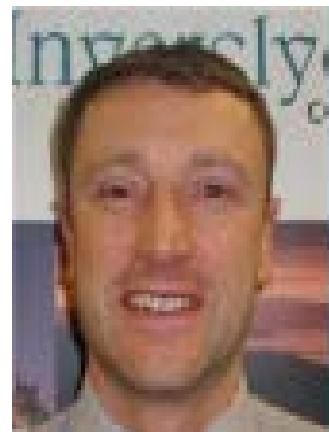
1.4. We will lead and support significant regeneration and area renewal initiatives with external partner organisations namely, Riverside Inverclyde, and other organisations in the Inverclyde Alliance. We will also work alongside other Directorates and Partners to drive forward the delivery of Inverclyde's Community Plan, the Single Outcome Agreement and the Council's Corporate Statement. We will continue to manage the changes introduced by the Welfare Reform agenda supporting the Registered Landlords and community during the transition. We will continue to look at areas where we can share services with neighbouring local authorities and third sector organisations in order to delivery further efficiencies and protect front line services.

1.5. This is a three year plan, which will support the delivery of the Corporate Statement [Getting It Right For Every Child, Citizen and Community](#). With the help of our partners we will review the plan on an annual basis to ensure the actions contained in it are still relevant to deliver the wellbeing indicators to support the vision – Safe, Health, Achieving, Nurtured, Active, Respected & Responsible and Included - SHANARRI.

We hope the information contained within this Plan gives you an insight into the work of the Environment Regeneration, and Resources Directorate.



Aubrey Fawcett Corporate Director, Environment Regeneration and Resources



Alan Puckrin, Acting Corporate Director, Environment Regeneration and Resources

2 Strategic Overview of the Directorate

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

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

2.3. The Directorate was previously made up of 6 services however an approved management restructure, reduced this to 5 services from April 2014 with Legal and Democratic Services merging with Property Assets and with Facilities Management moving to the Environmental and Commercial Service. This restructure will be completed by 31 March 15 when Finance and ICT Services merge into a single service.

2.4 The Directorate Management Structure below details the responsibilities within the current structure. More details of each Service remits and contact details can be found at the following links.

Finance Service

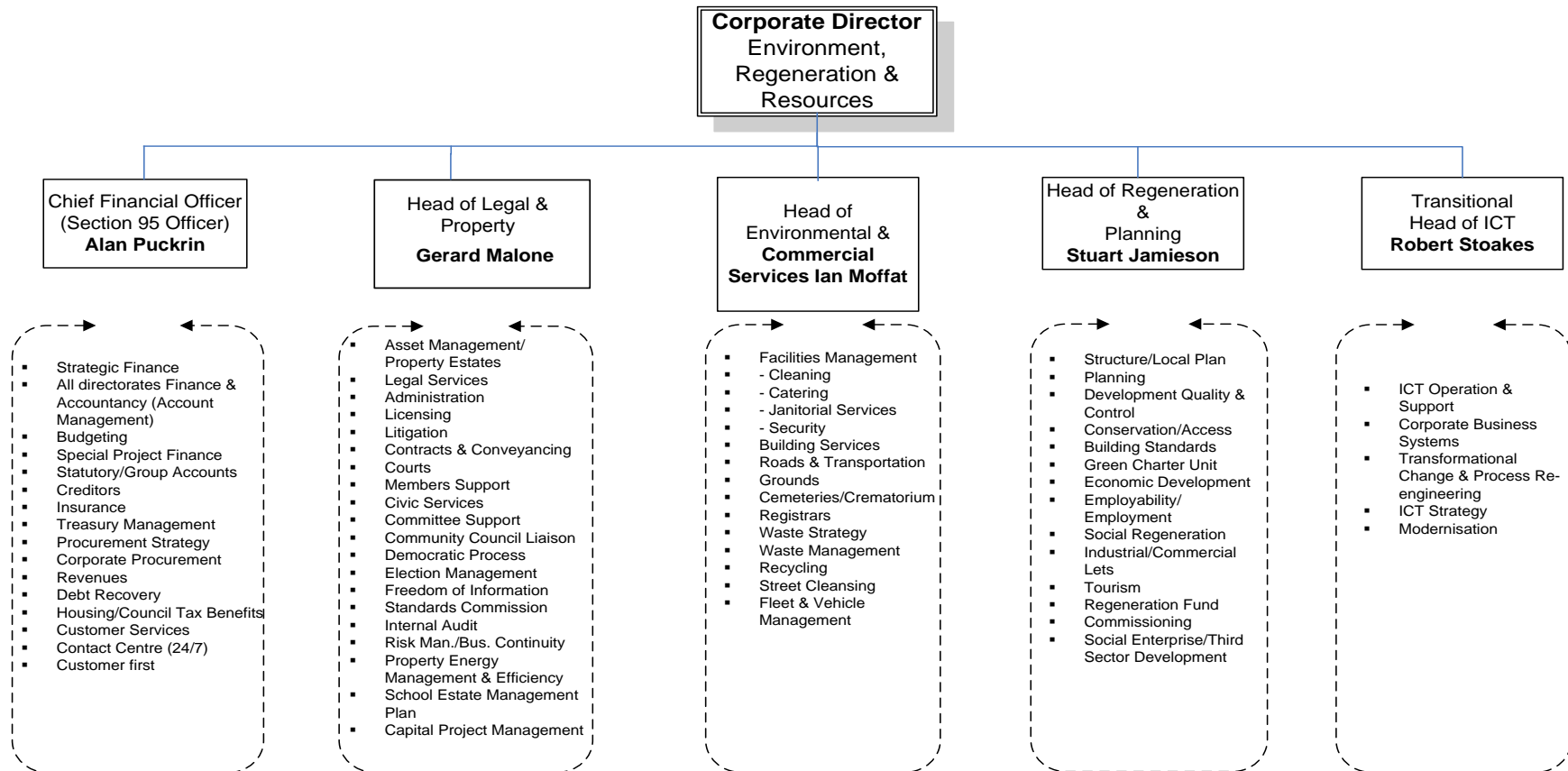
Legal and Property Services

Environmental and Commercial Services

Regeneration and Planning

ICT

Environment, Regeneration & Resources Management Structure



3 National and Local Context

National Context

3.1 The Environment Regeneration and Resources Directorate in common with other directorates faces a diverse and complex range of challenges and opportunities over the period 2013/16. These will be generated from both a national and a local level. National influences that will affect service delivery include:

- The continued support of the Scottish Government's Economic Recovery Programme to respond to the economic downturn and the re-shaping of the Scottish Government's Economic Strategy with a particular focus on increased sustainable growth.
- The economic downturn will bring both challenges and opportunities.
- Scottish Planning Policy 2
- National Planning Framework 3
- Zero Waste Scotland Strategy
- The Waste (Scotland) Regulations
- Flood Risk Management (Scotland) Act 2009
- Continued support of Business Gateway function within Local Authorities.
- Welfare Reform Act 2012
- New European Structural Funds Programme 2014-2020
- The continued management of Regeneration Funding, with contracted delivery of end to end and specialist employability services.
- Ongoing development of National Training Programmes, including additional resources for targeted Youth Employment activity.
- Health and Social Care Integration
- Glasgow Commonwealth Games 2014.
- The Community Empowerment (Scotland) Bill

Local Context

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

- Single Outcome Agreement.
- Corporate Statement 2013-17
- Equality agenda.
- Public Sector Improvement Framework Actions
- Play Area Strategy.
- Tourism Strategy
- Inverclyde Economic Regeneration Strategy/Single Operating Plan
- Local Development Plan
- Inverclyde Council Waste Strategy

- Parking Strategy
- Inverclyde Employability and Inclusion Programme
- Inverclyde Youth Employment Action Plan
- Inverclyde Community Benefits programme.
- Council Financial Strategy
- Schools Estate Strategy.
- Customer Service Strategy
- Office Rationalisation Programme
- Depot Rationalisation Programme
- Citizens' Panel Results
- Business Continuity Planning and Risk Management
- External funding – Coastal Communities and Heritage Lottery Fund.
- Roads Asset Management Plan
- Local Transport Strategy
- ICT Strategy
- The development and implementation of the Council's Internal Audit Plan
- Digital Access Strategy

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

- The ongoing redevelopment of Inverclyde in partnership with Riverside Inverclyde and Registered Social Landlords.
- Direction of the Channel Shift project within Customer Services in line with the needs of the community
- The operational governance arrangements for how the Council interacts with its major service providers.
- The completion and ongoing implementation of the Council's Asset Management Plan.
- The Central Gourock, East Central Greenock and Port Glasgow Development projects
- Completion of the Strategic Leisure Sites strategy
- Improved linkages between social, cultural, economic and physical regeneration in Inverclyde.
- The implementation of the Risk Management Strategy
- Officers from three Councils: East Renfrewshire and Inverclyde supported by the Improvement Service have been assessing options for delivering a shared service in relation to roads, street lighting and flooding services.

4 Customer Focus

4.1 The customer base of the Directorate is varied and wide. It includes all Inverclyde citizens, businesses, third and public sector partners, children and their parents as well as Registered Social Landlords (RSLs) In addition, the Directorate

also provides support to colleagues within the Council through the functions of Finance, ICT, Legal and Property Services.

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

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

4.4. Regular presentations and meetings take place with RSLs and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction, this is particularly important as the changes introduced by the Welfare Reform Act 2012 are implemented. Every two years there is a citizens panel which provides feedback on service across the whole Directorate. The Customer Service Strategy has also highlighted plans to conduct surveys and questionnaires to provide feedback from the community.

4.5 The next 3 year budget process 2016/19 will include community consultation. This will commence late Autumn 2014 for the budget to be approved in February 2015.

5 Equality

5.1 The Environment, Regeneration and Resources Directorate is committed to ensuring equality of opportunity in everything that it does. The Head of Education chairs the Corporate Equality Group, which takes the lead in ensuring the Council meets its duties under the Single Equality Act 2010.

5.2 Services carry out Equality Impact Assessment on any new or significantly changing policies and strategies as well as on budget savings. EIAs completed or planned by the Directorate include:

- Inverclyde Core Paths Plan (completed)
- Inverclyde Economic Regeneration Strategy (completed)

- Inverclyde Local Development Plan: Main Issues Report (MIR) and post MIR (completed)
- Inverclyde Local Development Plan: Proposed Plan (completed)
- Customer Service Strategy (completed)
- DHP
- Digital Access Strategy

6. Environmental Sustainability

6.1 Environmental Sustainability is a key consideration across the Directorate both internally and externally. Through the Carbon Management team the Directorate is educating employees on the importance of recycling office waste, importance of turning off monitors and heating when not in the office. There is a sustainability assessment carried out by procurement for all goods and services over £50,000.

6.2 Considerable efforts within the Environmental and Commercial Services are contributing to the Council's and Scotland's sustainability strategies through a number of service areas such as recycling and waste reduction initiatives, newer, cleaner less polluting vehicles, lower energy street lighting and reduced impact road and pavement repairs.

6.3 ICT have introduced a number of initiatives to reduce the Council's energy consumption and therefore reduce our Carbon footprint including energy efficient PCs and servers along with Night Watchman which is an automatic scheduled shutdown. Planned work in the data centre includes reducing the number of servers with energy efficient lighting and fewer and more energy efficient air conditioning unit.

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

7. Risk Management

7.1 The management of risk is an integral part of the Directorate with service and corporate risks being reviewed and updated on a regular basis. A copy of the latest Directorate Risk Register is attached at Appendix 1.

Risk is focused around four key areas:-

- ❖ Financial
- ❖ Reputation
- ❖ Legal and Regulatory
- ❖ Operational and business continuity

7.2. There are key controls in place across the Council to manage the financial risks. As the Council's budget is reduced and more demands placed on services robust financial monitoring is required to ensure service delivery remains effective whilst delivering value for money. In addition to monthly financial reporting to CMT and reporting to Committee the long term financial strategy is reviewed and approved every six months by CMT and Council. Our approved three year budget will also provide the timescales to deliver the planned budget reductions.

8. Competitiveness

Directorate Competitiveness Statement

8.1 As part of its requirement to demonstrate Best Value the Environment, Regeneration & Resources Directorate requires to set out its approach to the Competitiveness agenda as part of the Corporate Directorate Improvement Plan.

8.2 Competitiveness is a complex area and is not simply an issue of delivering services for the least cost. Benchmarking of both cost, quality and performance will however play a key part in the on going assessment carried out by Services which make up the Environment Regeneration & Resources Directorate. In addition market testing is carried out within Environment & Commercial Services

8.3. The Solace/Improvement Service benchmarking information will also inform areas where the Directorate will focus attention to carry out further detailed internal analysis in addition to learning from higher performing Councils.

8.4 There are six Solace Indicators within the Directorate which are in the 4th quartile, it is intended that during the period of this plan to improve recording and reporting data and examine if there are ways to improve performance. These will be monitored and reviewed through the performance indicators at appendix 1, or as a specific action in the directorate plan.

8.5. A number of Services already participate in well established benchmarking groups such as:

- a) ICT Services – SOCITIM
- b) Environmental & Commercial Services – APSE, SCOTS
- c) Finance Services – CIPFA, Treasury Management Forum, PCA
- d) Regeneration and Planning SLAED and LABSS

8.6 In addition, all Services within the Directorate participate in the Council's Performance Management Framework and report performance via KPI's, SPI's and participate in other informal benchmarking relationships with other Councils.

8.7 As a result of the continued pressure on Council budgets then the services within the Environment, Regeneration & Resources Directorate are delivering services at a high level of performance with less funding in real terms than previous years and this trend will continue over the next 3 year period. This clearly demonstrates improved value for money in service delivery and officers are committed to continue to drive out efficiencies when the opportunities arise.

9. Corporate Improvement Groups

9.1 The Corporate Director of Environment, Regeneration and Resources is responsible for chairing two Corporate Improvement Groups (CIG): the Asset Management CIG and the Modernisation CIG.

9.2 The Assets Management Corporate Improvement Group is responsible for the overall management of physical assets such as Properties, Roads and open spaces as well as the ICT infrastructure. It oversees three major strategic plans, the Property Asset Management Plan, the School Estate Asset Management Plan and the Roads Asset Management Plan. These Asset Plans identify the major capital investment works the Council requires to make in order to achieve its objectives and the Assets CIG monitors progress on the Capital programme, both in terms of physical progress and financial management, monitoring both the overall cost and the spend profile. The Asset CIG has a sub Group, the Capital and Asset Management Sub Group, which monitors the expenditure on the Capital Programme.

9.3. The Modernisation Corporate Improvement Group oversees a range of modernisation work programmes at a strategic level to ensure all dependencies between the work programmes are coordinated effectively. This programme of work currently includes the implementation of the Council's new EDRMS, agile working implementation of the Council's Customer Services Strategy.

9.4. The Modernisation CIG also oversees the moves associated with Office Rationalisation Programme, as this is closely linked with agile working and the introduction of the new EDRMS.

10. Directorate Resource Statement

Resource Statement

Environment, Regeneration & Resources

| Service | 2013/14 | | 2014/15 | | 2015/16 | |
|--|------------------------|---------------|------------------------|---------------|------------------------|---------------|
| | Net Expenditure £000's | FTE | Net Expenditure £000's | FTE | Net Expenditure £000's | FTE |
| Director | 159 | 1 | 159 | 1 | 159 | 1 |
| Regeneration & Planning | 4,817 | 43.59 | 4,691 | 43.59 | 4,274 | 40.59 |
| Property & Facilities Management | 3,656 | 352.64 | 3,316 | 342.04 | 3,159 | 330.44 |
| Environmental & Commercial Services | 14,328 | 342.24 | 14,107 | 340.24 | 13,760 | 331.24 |
| Environment & Regeneration Committee Total | 22960 | 739.47 | 22273 | 726.87 | 21352 | 703.27 |
| Finance | 10088 * | 129.52 | 4,861 | 127.52 | 4,981 | 125.92 |
| ICT | 2,145 | 38 | 2,176 | 38 | 2,019 | 36 |
| Legal & Democratic Services | 1,716 | 33.08 | 1,709 | 33.08 | 1,580 | 29.08 |
| Policy & Resources Committee Total | 3861 | 200.6 | 8746 | 198.6 | 8580 | 191 |
| Environment, Regeneration & Resources Directorate Total | 26821 | 940.07 | 31019 | 925.47 | 29932 | 894.27 |

Includes funding for Council Tax Reduction Scheme from Scottish Government, 14/15 and 15/16 funding not yet released.

11. Self Evaluation and Improvement Plan

11.1 The following Improvement Plan for the Directorate covers the 3 year period of this plan and has been developed based on robust self evaluation using both formal (such as external audit) and informal self evaluation techniques (such as service self assessment). A self evaluation toolkit containing a range of self evaluation toolkits has been developed and this will be rolled out across all services and so that self evaluation becomes further embedded in our service planning and delivery on an ongoing basis.

Directorate Improvement Plan

| Ser | 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 ? | Timescale |
|--------|------------------------------|--|---|--|--|----------------------|---|
| ERR 01 | Service Accountancy | Much Accountancy time is spent on retrospective reporting, little time for value added work. | Improve the budget management by budget holders whilst managing a reduction in Accountancy staff by 4 FTE | Improve systems and associated management information. Improve budget holder knowledge and increase self reliance. | Targeted reporting cycles and project support, prioritisation of ad hoc support, more tailored and bespoke system reports. | Jan Buchanan | <p>Undertake Customer Review of Finance Support - 31 May 14</p> <p>Establish an action plan to deliver identified improvements of review 29 August 2014</p> <p>Prioritised ad hoc support 30 Sept 14</p> <p>Tailored and bespoke system reports 31 March 15</p> <p>Deliver Budget Holder Training for Head Teachers in line with changes to DMT 31 March 15</p> |
| ERR 02 | Finance Related Systems | No finance system within SWIFT | Implementation of SWIFT Finance module. | Several successful modules rolled out in 13/14 with the remainder to be implemented during 14/15 | Project plan, key milestones. | Lesley Bairden | 31 March 15 |

| Ser | 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 ? | |
|--------|--|--|---|--|---|----------------------|--|
| ERR 03 | Develop a Digital Access Strategy | High proportion of contact is face to face | Greater on line and telephone contacts speeding up service delivery and making efficiencies.. | By working with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. This will be a rolling programme over the next 3 years. Progress will be tracked through the Customer Service Action Plan. | Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels | Robert Stoakes | <p>Upgrade of the CRM system 30 Sept 14</p> <p>Develop prioritised list of projects which utilise the CRM associated upgrades 30 Sept 2014</p> <p>Build the capability within the system, test and implement the system migrate to enable use of different communication channels</p> <p>31 March 15</p> |
| ERR 04 | Development of the Customer Service Centre | The CSC currently delivers a range of services but requires to be expanded to offer a more holistic approach to customer service in Inverclyde | Expand the range of customer service enquiries at first point of contact. | Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan | Increased number of Council Services customer service issues handled by the CSC with efficiencies achieved as a result of more streamlined processes. | Fiona Borthwick | <p>Establish CSC Hub in Port Glasgow 31 May 14</p> <p>Identify future areas 31/7/14</p> <p>Implementation by 30/6/15</p> |

| Ser | 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 ? | |
|--------|----------------------------------|---|--|---|---|------------------------------|---|
| ERR 05 | Manage the Welfare Reform Agenda | Significant changes commencing April 2013 requiring joint working within the Council and other parties. | Introduce and deliver the Council Tax Reduction Scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to Universal Credit | Oversight from the Project Board with regular reports to Committee on key milestones. | <ul style="list-style-type: none"> Stay within budgets Actions on milestone chart being achieved within timescales. Develop local support services delivery model with DWP | Alan Puckrin/Fiona Borthwick | <p>Review of the DHP process in light of external influences. June 14</p> <p>Local support services drafted by 31/3/16</p> <p>Manage the creation of the SFIS the impact to the Council 31 March 15</p> |
| ERR 06 | Procurement | Strategic Procurement Framework being delivered and achieved conformance PCA status | Deliver strategic Procurement Framework support the proposed PCA changes for 2014. | Monitored via the Procurement Board and regular Committee updates | Continued work on the Strategic Procurement Framework which is measured at Policy and Resources Committee. Improved PCA score as measured by Scotland Excel in 2013. | Brendan Hurrell | 31 December 14 |

| Ser | 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 ? | |
|--------|------------------------------|--|---|--|--|-----------------------------------|---|
| ERR 07 | Data Protection | Developing a suite of documents to harmonise the Council's approach to data protection | Council's approach to data protection fully developed | Develop <ul style="list-style-type: none"> • Training • Policies • Procedures | All employees and members having awareness raised by 2014 | Head of Legal & Property Services | <ul style="list-style-type: none"> • Continued programme of seminars and training for Council services in 2014/15. • Provision of training to all Heads of Service through Extended Corporate Management team – summer 2014. • Improved service awareness- 2014/15 • Strengthen links with Information Governance Group 2014/15 |
| ERR 8 | FOI Publication Scheme | Expiry of current Scheme on 30 May 2013 | New Scheme in place for implementation on 31 May 2013 | Develop and populate new Scheme by 30 May 2013 liaising with services as required | Completion of notification process in accordance with timescale and external monitoring of Scheme by Scottish Information Commissioner | Head of Legal & Property Services | FOI scheme approved and available on Council website; ongoing monitoring 2014/15 |

| Ser | 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 ? | |
|--------|------------------------------|--|---|--|---|-----------------------------------|--|
| ERR 9 | Community Council Liaison | Service has recently taken over Community Council Liaison role – out of date processes and procedures and gaps in knowledge. | Updated and established processes and procedures in place to reflect best practice. | Develop a suite of guidance materials for use by the service and Community Councils by 31 July 2013. | Improved support and assistance to Community Councils. Feedback from Community Councils. | Head of Legal & Property Services | Internal consultation on guidance in form of “Handbook” completed for CMT approval in April 2014 Thereafter, to be circulated to all Community Councils and published on the Council website June 2014 |
| ERR 10 | RIPSA | Recommendations re improvements to be made at 2011 inspection by Surveillance Commissioner | Implement recommendations before April 2014 | Carry out actions required to meet recommendations. Report to Council on February 2014 | Commissioners report - to be issued following next Inspection in Spring 2014 | Head of Legal & Property Services | Inspection completed : Commissioner’s approval received March 2014. Action Plan finalised at P&R Committee. Improved oversight of authorisations through implementation of comprehensive review and feedback process. Bi- annual training for Authorising Officers by LPS. Annual report to CMT on yearly progress March 2015. |

| Ser | 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 ? | |
|--------|------------------------------|---|---|---|---|----------------------|---|
| ERR 11 | Risk Management | A risk management strategy has been developed for the Council and has been included within a number of key policies and procedures. | Implement and embed risk management in key business/ management processes. | Develop a Risk Management action plan by 31 August 2013 Action plan fully implemented by 31 March 2015. | Regular reporting to Audit Committee on Action Plan progress. | A Priestman | Risk Management action plan 31 August 13 Fully implemented 31 March 15 |
| ERR 12 | Property Assets Management | Council occupies a considerable number of buildings, many of which are older inefficient properties | Reduce the number of buildings, refurbish and improve the efficiency of use of those remaining. Asset Management Plan includes the refurbishment of Greenock municipal buildings, Central Library Offices, Wallace Place and creation of new Port Glasgow Office and the closure of Cathcart house, West Stewart Street Office, Newark House, Strone office and others. | Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion by October 2014 except GMB District Court Offices | Budget reductions for property expenditure including utility bills. | G Malone G Fisher | Port Glasgow Hub Office due to open May 2014 Wallace Place Office/Library due to open October 2014 Central Library CHCP Office due to open July 2014 GMB District Court Offices due to open October 2015 |

| Ser | 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 ? | |
|--------|--------------------------------------|--|---|--|---|----------------------|---|
| ERR 13 | PAFM - School Estate Management Plan | Plan is now in ninth year of implementation with most major projects complete or on site | Plan complete with all schools replaced or fully modernised | Complete current projects and complete Primary school Refurbishment Programme | All properties rated A or B for Condition and suitability | E Montgomery | Port Glasgow Community campus due to opened December 2013 Ardgowan Primary School to open April 2015 St Johns Primary School to open August 2015 Kilmacolm Primary School to open August 2016. St Patricks Primary School to open October 2016. |
| ERR 14 | Open Spaces | Developing an asset plan for land and open spaces within the remit of Grounds Services Works have commenced on Into 3 rd year of 10 year play area strategy. Cemetery Development Plan at feasibility stage. | Fully developed Land asset plan to include open spaces cemeteries strategies and play area provisioning | Continue phased play area development Identify Cemeteries implement next phase of investment in 2014/15. Ongoing site by site condition assessments to inform budget setting priorities. | Asset strategy agreed to include play areas , cemeteries, parks and open spaces | Ian Moffat | Draft AMP May 2014 Open Space AMP to be approved December 2014. Next tranche of play area investment will be recommended to committee for approval on 1 May 2014 - £150k |

| Ser | 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 ? | |
|--------|------------------------------|---|--|--|---|---------------------------------|--|
| ERR 15 | Roads Network | Priority works have been identified in respect of the maintenance Roads Asset Management Plan (RAMP) developed. | Maintain and improve the quality of the roads network infrastructure | Proposed programme of Projects to be undertaken in 2014/16 using RAMP/Capital Funding reported to Committee – Outline RAMP programme for 2014 has been detailed covering specific and cost of Carriageways, footways, lighting structures fees and staffing costs along with Core funding for traffic measures and details on Cycling walking and safer streets. | Completion of works as identified and reported in the Environmental Capital Programme and regular Committee updates on progress | Ian Moffat | RAMP progress is monitored six weekly by the RAMP board and Corporate Improvement Group (CIG). |
| ERR 16 | Economic Development | Tourism opportunities | All available tourism opportunities are maximised | Utilisation of current tourism action plan | Measurement of specific targets and steam statistics | Head of Regeneration & Planning | Ongoing next review March 14 |

| Ser | 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 ? | |
|--------|------------------------------|--|---|--|--|---------------------------------|--|
| ERR 17 | Planning Policy | Implementation of the Carbon Management Plan 2012-2017 | Reductions in carbon dioxide emissions | | <p>15% reduction in carbon dioxide emissions from energy & transport by 2012-13 from a baseline of 2007-08 via:</p> <p>15% reduction in carbon dioxide emissions from energy use in buildings;</p> <p>5% reduction in carbon dioxide emissions from fleet transport;</p> <p>5% reduction in carbon dioxide emissions from staff business travel;</p> <p>3% reduction in carbon dioxide emissions from street lighting.</p> | Head of Regeneration & Planning | Report presented to March 14 Committee with follow up report awaited in late spring. |
| ERR 18 | Building Standards | Improve the speed and quality of building warrant assessment and compliance with building standards. | Compliance with nationally agreed Local Authority Building Standards Scotland (LABSS) and Scottish Government Building Standards Division (BSD) Continuous Improvement Plan | Undertake procedural changes identified as Key Performance Outcomes, completion dates staged | Establishment of agreed processes and compliance with time targets | Head of Regeneration & Planning | Complete, monitored quarterly |

| Ser | 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 ? | |
|--------|------------------------------|--|--|---|--|---------------------------------|---|
| ERR 19 | Development Management | Improve the efficiency of the planning application and enforcement process | Compliance with targets set in the Planning Service Improvement Plan | Encourage use of the ePlanning system, work with customers to deliver faster planning decisions and review the Planning Enforcement Charter | Increase in planning applications submitted online, faster delivery of planning decisions and more efficient planning enforcement. | Head of Regeneration & Planning | Complete, monitored quarterly |
| ERR 20 | Software Asset Management | Internal Audit has identified a number of weaknesses in our SAM | Be confident that all software deployed on the network is fully licensed and all asset records are accurate. | Working with services and suppliers and services to ensure compliance | Audit actions completed in a timely manner | Robert Stoakes | Audit actions complete. Staff will only install software where clear evidence exists of licences being available. Domain Security settings prevent installation of system files by users in local or networked drives |
| ERR 21 | Riverside Inverclyde | Mid Term Review of URC performance | Deliver Operating Plan | Ongoing monitoring and review against RI milestones | Annual report and successful delivery of the projects | Aubrey Fawcett ERR | Single operating plan approved March 2014 Annual review and report to Committee – Nov 14 |

| Ser | 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 ? | |
|--------|--|-------------------------|--|--|---|----------------------|---|
| ERR 22 | Repopulation initiatives, stabilise population | No action plan in place | Stabilise population within Inverclyde | Develop and Implement action plan | Review and monitor performance against targets. | A Puckrin | Metrics/Targets approved Feb 14 Bi-meeting update of progress to P&R Committee |

APPENDIX 1 – Performance Indicator Template

| Key Performance Measures | Performance | | | Target 2014/15 | Upper Limit* | Lower Limit* | Rank / National Average |
|---|-------------|------------------|------------------|-------------------|--------------|--------------|------------------------------|
| | 2011/12 | 2012/13 | 2013/14 | | | | |
| Creditor Payments | 95.59% | 96.03% | 96.1% | 96.5% | 97% | 95% | 3 rd for 2012/13 |
| Council Tax Collection in Year | 94.23% | 94.18% 95.58% | 94.51% 95.71% | 94.5% | 94.5% | 93.5% | 26 th for 2012/13 |
| Benefits Processing | 21 days | 23 days | 22 days | 23 days | 26 days | 20 days | 5 th 2012/13 |
| - New Claims | | | | | | | |
| - Change of Circumstances | 6 days | 6 days | 5 days | 6 days | 9 days | 6 days | 9 th 2012/13 |
| Procurement Work stream Savings | £301k | £299k | £173k | £60k | £55k | £70k | N/A |
| Procurement Compliance Assessment (PCA) | 34% | 47% | 54% | 60% | 60% | 60% | 16 th 2013/14 |

| Key Performance Measures | Performance | | | Target 2014/15 | Upper Limit* | Lower Limit* | Rank / National Average |
|---|-------------|--------------------------|--------------------|----------------|--------------|--------------|--|
| | 2011/12 | 2012/13 | 2013/14 | | | | |
| Property Maintenance Client Satisfaction Surveys | 82% | 85% | 85% | 86% | 90% | 82% | |
| Property Maintenance Service Response Times | 94% | 90% | 94% | 94% | 95% | 85% | |
| Facilities Management Free Meal Uptake | | | No data Target | | | | |
| Primary | 73.75% | 76% | 77% | 77% | 75% | 85% | |
| Secondary | 54.1% | 66% | 67% | 67% | 60% | 70% | |
| Special | 64.33% | 97% | 90% | 90% | 85% | 95% | |
| Facilities Management Paid Meal Uptake | | | No data. Target | | | | |
| Primary | 44.01% | 42% | 43% | 43% | 40% | 50% | Note - Special School paid indicator removed from 14/15 as all special school meals now free |
| Secondary | 33.23% | 43% | 43% | 43% | 40% | 50% | |
| Special | 53.41% | 43% | 43% | - | | | |
| Variance between Accepted Tender and agreed Final Account | -6.26% | 8.24% incomplete data | <5.00% | | 5.00% | NA | |

| Key Performance Measures | Performance | | | Target 2014/15 | Upper Limit* | Lower Limit* | Rank / National Average |
|---|-------------|---------|----------------------|-------------------|--------------|--------------|----------------------------|
| | 2011/12 | 2012/13 | 2013/14 | | | | |
| Waste Management – Refuse Recycling | 41.9% | 49.3% | 50% <i>TARGET</i> | | 58% | 45% | |
| LEAMS Cleanliness standards | 72% | 71% | 70% <i>TARGET</i> | | 76% | 67% | |
| Traffic Lights - Faults repaired within 48 Hours | 78.6% | 94% | 98% <i>TARGET</i> | | 99% | 90% | |
| Street Lights – Faults repaired within 7 days | 99.7% | 98% | 95% <i>TARGET</i> | | 98% | 90% | |
| Street Lights – Lighting columns beyond expected service life | 30.8% | 29.5% | 29% <i>TARGET</i> | | 35% | 25% | |
| Percentage of ‘A’ Class roads that should be considered for maintenance treatment | 30.7% | 32.7% | 31% <i>TARGET</i> | | 36% | 26% | |
| Percentage of ‘B’ Class roads that should be considered for maintenance treatment | 42.0% | 44.3% | 43% <i>TARGET</i> | | 48% | 38% | |

| Key Performance Measures | Performance | | | Target 2014/15 | Upper Limit* | Lower Limit* | Rank / National Average |
|--|-------------|---------|----------------------|-------------------|--------------|--------------|----------------------------|
| | 2011/12 | 2012/13 | 2013/14 | | | | |
| Percentage of 'C' Class roads that should be considered for maintenance treatment | 50.7% | 47.4% | 46% <i>TARGET</i> | | 51% | 41% | |
| Percentage of 'Unclassified' roads that should be considered for maintenance treatment | 49.0% | 51.1% | 51% <i>TARGET</i> | | 56% | 46% | |
| Potholes: response to make safe/repair within target timescales category 1 to 3 | 34% | 30% | 34% | 80% | 85% | 65% | No data |

| Key Performance Measures | Performance | | | Target 2014/15 | Upper Limit* | Lower Limit* | Rank / National Average |
|---|-------------|---------|---------------------------------|-------------------|--------------|--------------|----------------------------|
| | 2011/12 | 2012/13 | 2013/14 | | | | |
| Reduced number of people on key benefits as a result of Inverclyde Employability and Inclusion Programme. | 10, 320 | 10, 450 | 10,200 to Scottish Average Rate | | N/A | N/A | |
| Number of MA Places | 46 | 47 | 50 | | 57 | 47 | |
| Number of GRfW Places (Note from April 2013, GRfW will no longer exist in current format) | 58 | 30 | 40 | | 45 | 30 | |
| % of Property Enquiries fulfilled within 28 days | 100% | | 100 | | 100 | 90 | |
| Number of Business/Property Assists | 78 | | 50 | | 50 | 40 | |
| Percentage of all planning applications decided in under 2 months | 78% | | 80% | | 90% | 70% | |
| Percentage of householder planning applications decided in under 2 months | 88% | | 90% | | 95% | 85% | |
| Percentage of building warrants assessed within 20 working days of registration | 85% | | 100% | | N/A | 85% | |

| Key Performance Measures | Performance | | | Target 2014/15 | Upper Limit* | Lower Limit* | Rank / National Average |
|-------------------------------------|-------------|---------|---------|-------------------|--------------|--------------|----------------------------|
| | 2011/12 | 2012/13 | 2013/14 | | | | |
| Incident Resolution Times | 85.30% | 92.46% | 85% | 94.99% | 95% | 80% | |
| Service Request Resolution Times | 92.03% | 93.13% | 85% | 94.19% | 95% | 80% | |
| Network Availability | 100% | 99.94% | 99.5% | 99.98% | 100% | 99% | |
| Key Applications Availability | 100% | 100% | 99.5% | 99.95% | 100% | 99% | |

Solace Benchmarking 3rd & 4th Quartile Indicators

| Indicators | LA Quartile | Comment |
|---|-------------|--|
| The cost per dwelling of collecting Council Tax | 3rd | Service will gain better clarity on the methodology used to calculate the indicator and liaise with other Local Authorities to establish areas of best practice |
| Income due from Council Tax received by the end of the year | 4th | This is reviewed on a regular basis as one of the key performance indicators above. |
| Cost of parks and open spaces per 1000 population | 4th | This is part of a savings review introduced in the 13/16 budget. In addition the service will review their performance in conjunction with the other better performing local authorities to establish areas for improvement and best practice. |
| Adults satisfied with parks and open spaces | 3rd | Service is taking steps to engage more with community groups and further investment is planned for parks and open spaces. This is also part of ERR14 on the Directorate Improvement plan. |

| Indicators | LA Quartile | Comment |
|---|-------------|---|
| Net cost of street cleaning per 1000 population | 3rd | This is part of a savings review introduced in the 13/16 budget. In addition the service will review their performance in conjunction with the other better performing local authorities to establish areas for improvement and best practice |
| Overall Cleanliness Index | 3rd | There has been increased investment of additional litter bins, recycling and dog bins as well as engagement with community groups and participation in campaigns such as Keep Scotland Beautiful. This is also tracked one of the key performance indicators above |
| Cost of maintenance per Km of Road | 4th | The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15 |

| Indicators | LA Quartile | Comment |
|---|-------------|---|
| A class roads that should be considered for maintenance treatment | 3rd | The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15 |
| B class roads that should be considered for maintenance treatment | 4th | The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15 |
| C class roads that should be considered for maintenance treatment | 4th | The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15 |

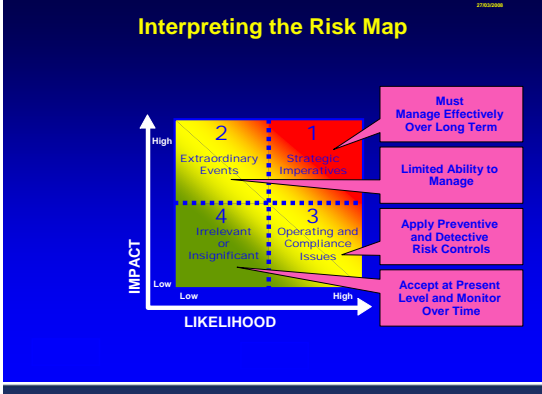
| Indicators | LA Quartile | Comment |
|--|-------------|---|
| U class roads that should be considered for maintenance treatment | 4th | The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15 |
| Proportion of operational buildings that are suitable for current use | 3rd | There has been considerable investment in the Council Office, Depot and School estates with the programmes being reviewed by several officer groups and reported on a regular basis to committee as well as an action on the Directorate Performance Indicators at ERR 12 &13 |
| Proportion of internal floor area of operational buildings in satisfactory condition | 3rd | There has been considerable investment in the Council Office, Depot and School estates with the programmes being reviewed by several officer groups and reported on a regular basis to committee as well as an action on the Directorate Performance Indicators at ERR 12 &13 |

| Corporate/Directorate Plan: Environment, Regeneration and Resources Risk Status as at 1/4/14 for 2013/2015 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 & Time Frames with End Dates | |
| ERR01 Improve financial support to Services whilst reducing workforce. | 1 | OC | Improvement actions are not supported at a strategic level resulting in non-delivery of actions. Factors of this risk include: Lack of support/buy in from Services; Management Information is not sufficiently focussed and understandable. | 3 | 2 | 2 | 6.0 | CFO | CDIP has been approved by Committee. Regular monitoring of action implementation will be undertaken by DMT and updates provided to Committee. Areas of concern will be escalated as appropriate. | |
| ERR04 Development of the Customer Service Centre. | 2 | F/R/OC | Fail to expand the range of customer service enquiries at first point of contact resulting in service improvements not being delivered in a timely manner or at all. Factors of this risk include: Financial resources are not in place or are not adequate; project planning is not undertaken or is not adequate; lack of buy in/support from services involved. | 4 | 2 | 2 | 8.0 | CFO | Programme management procedures will be implemented. Project plans will be developed and implemented. Relevant staff from services will form part of the projects. | |
| ERR07 Fully develop Council's approach to Data Protection. | 3 | LR/R | Fail to develop the Council's approach to data protection resulting in potential breaches of the Act and potential for regulatory censure and/or fines. Factors of this risk include: Training programme is not developed and disseminated to all staff; Policies and procedures are not developed and disseminated to all staff; lack of support at a strategic level on the importance of data protection compliance. | 3 | 3 | 1 | 9.0 | Head of Legal and Property Services | A training programme is being developed and will be rolled out to all staff during 2013/14. Policies and procedures have been developed in relation to DPA and these are published on ICON. Regular updates are provided to Chief Officers for dissemination to staff within their Services. | |
| ERR16 Achieve £200,000 savings in utility costs. | 4 | F/R | Fail to manage utilities consumption in all areas resulting in savings not been fully achieved. Factors of this risk include: utilities consumption measures are not implemented across all areas; lack of buy in or support from services. | 2 | 3 | 3 | 6.0 | Head of Legal and Property Services | A multi service energy management Group has been established. A key objective of this group is to regularly promote and implement the necessary utilities consumption measures. | |
| ERR23 Implementation of the Flood Action Plan. | 5 | F/R | Fail to implement the flood action plan resulting in prioritised issues not being addressed. Factors of this risk include: Insufficient resources available to deliver on schemes to solve issues; inability to get matched funding from SG. | 4 | 2 | 2 | 8.0 | Head of Environmental and Commercial Services | Prioritised works have been identified and solutions to deliver on these will be progressed in house or through third parties during 2013. This forms part of the Capital Programme and regular committee reports are prepared showing progress. Continue to develop schemes and seek matched funding from Scottish Government. | |
| ERR33 Implementation of the Carbon Management Plan 2012-2017 | 6 | F/R | Fail to implement the carbon management plan resulting in the target reductions not being achieved. Factors of this risk include: Inconsistent practices being carried out across services; do not promote carbon management initiatives across the Council; inadequate resources available within services to deliver initiatives. | 3 | 2 | 2 | 6.0 | Head of Regeneration and Planning | Carbon management initiatives have been prioritised and targets have been set. A working group has been set up which includes key services involved in the promotion and roll out of the initiatives. It is planned that regular progress reports will be provided to Committee on achievement of the plan. | |
| ERR 39 Implementation of Web Site Strategy | 7 | R/OC | Fail to implement new web site strategy resulting in out of date web site; lack of expected functionality for service users; other improvement actions not being delivered as required eg full on-line payment capability. | 4 | 3 | 1 | 12.0 | Head of ICT/Corporate Communications Manager | Project plan will be put in place to may requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with suppliers, corporate communications and key services. | |
| ERR07 Fully develop Council's approach to Data Protection. | 8 | LR/F/R | Staff and employees awareness of Data Protection Legislation on a corporate basis is currently low which could lead to a DPA breach resulting in regulatory censure and/or fine which could be substantial. | 4 | 3 | 1 | 12.0 | Head of Legal and Property Services | A training programme has been developed in relation to the Data Protection Act to assist in raising staff and member awareness of requirements. A number of workshops have been held and will continue to be rolled out during 2014/2015. A data protection audit is being carried out in relation to Members. | |

CDIP Risk Register 14_15 - ERR

| | | | | | | | | | |
|---|----|------|---|-----|-----|---|------|-------------------------------------|---|
| <p>ERR12 Reduce the number of buildings, refurbish and improve the efficiency of use of those remaining.</p> <p>ERR14 Fully develop land asset plan to include open spaces, cemeteries strategies and play area provisioning.</p> <p>ERR15 Maintain and improve the quality of the roads network infrastructure.</p> | 9 | OC/F | <p><i>Operational/Financial Risk: Asset condition - there is a risk that we fail to maintain the condition of our assets eg property, roads, parks and open spaces etc resulting in properties becoming unusable or losing value, increase in claims due to poor condition of roads and/or poorly maintained parks and open spaces. There are low levels of capital funding available for non Education properties and the Waterfront Leisure Complex is now of an age where significant major maintenance will be required and there is no budget identified. There is continuing pressure on revenue maintenance budget which will increase with proposed budget savings.</i></p> | 4 | 2.5 | 2 | 10.0 | DMT | <p>A revised AMP is being drawn up which will address the capital investment required for properties not included in current or completed plans.</p> <p>A parks and open spaces asset management plan is being developed during 2014/2015.</p> |
| <p>ERR01 Improve financial support to Services whilst reducing workforce.</p> <p>ERR04 Expand the range of customer service enquiries at first point of contact.</p> | 10 | OC | <p><i>There are increasing pressures on existing staff due to the year on year reduction in management and other staff groups. There is a risk that services cannot meet the corporate expectations. The agreed budget savings for 2014/16 have still to be implemented. There is a risk that we are unable to sustain core services/mandatory requirements and there is an increase in the span of control for Heads of Service and Service Managers who have to rely on more junior officers for technical input to areas which are not their natural disciplines.</i></p> | 4 | 3 | 1 | 12.0 | DMT | <p>There are regular reviews at DMT of savings targets.</p> <p>Regular meetings are taking place with Service Managers to understand current issues and develop plans for addressing these.</p> |
| | 11 | OC | <p><i>The disaggregation of Property Services and Facilities Management Service will result in some parts of the Service going to Legal and Democratic Services and some parts going to Environmental and Commercial Services. This will impact on the future redesign of these services and present some challenges eg a number of posts will be leaving the existing service in 2014/2015 and work needs to be done on how the new services will operate going forward. The Regeneration and Planning Service is also absorbing other teams and is losing one Service Manager.</i></p> | 4 | 2.5 | 2 | 10.0 | DMT | <p>There will be a 3 month overlap with other Heads of Service responsible for the teams moving Services. A number of meetings are taking place and managers are taking ownership of their new responsibilities. Consideration of knowledge transfer must be considered in the plan for transition to the new services.</p> |
| <p>ERR01 Improve financial support to Services whilst reducing workforce.</p> <p>ERR02 Implementation of Swift Financial System.</p> | 12 | OC | <p><i>Lack of available management information from key systems can impact on services ability to review performance and operational issues which may arise. There is a disconnect between the Financial Management System and other key systems used by services within the Directorate which makes it difficult to analyse information in a meaningful way. For example, currently there is a lack of robust management information for recording roads defects including the operational procedures and productivity for the service.</i></p> | 4 | 3 | 1 | 12.0 | DMT | <p>Work is ongoing to address this issue. For property services, a plan is being developed in relation to the population of the PAMIS system.</p> <p>For roads defects, a review will be carried out during 2014/2015 with reporting to Committee on the outcome of the review.</p> |
| <p>ERR22 Stabilise population within Inverclyde.</p> | 13 | F/OC | <p><i>Economic Development/Repopulation - The risk associated with workforce and business development in that if the funding is removed or reduced from EU/SG sources it would prevent the department from facilitating workforce training and business development activities with other organisations. It is critical that business development and workforce development do not become separated as there is a clear link between the creation of jobs and having skilled workers.</i></p> | 4 | 2.5 | 2 | 10.0 | Head of Regeneration and Planning | <p>We will continue to build on the good work already undertaken utilising funding sources as they become available eg repopulation funds.</p> |
| <p>ERR19 Compliance with targets set in the Planning Service Improvement Plan</p> | 14 | R | <p><i>The Planning Board has delegated authority to grant the approval or refusal of planning permission based on officer recommendations. The applicant has a right to appeal where they believe refusal is unjustified. The appeal is heard by the Local Review Body which comprises members of the Planning Board who are now fulfilling the role of the Local Review Body.</i></p> | 4 | 2.5 | 2 | 10.0 | Head of Regeneration and Planning | <p>This may be reviewed if the planning board members changed.</p> |
| | 15 | LR | <p><i>There is a risk associated with properties that are currently occupied by 3rd parties but do not have leases and/or SLAs leaving the Council open for challenge/liabilities. This is particularly of concern where buildings do not meet relevant building standards/suitability for use. The partnership agreement with the CHCP and Inverclyde Council is not in place which prevents the property side of the partnership being finalised with a service level agreement put in place. The introduction of the Community Empowerment Bill will also impact existing properties, particularly where there is no budget to maintain existing properties.</i></p> | 2.5 | 4 | 3 | 10.0 | Head of Legal and Property Services | <p>Property requires to work with 3rd parties to develop an agreement which then requires to be passed to Legal to formalise the agreement. This is an ongoing process and the legal process between Legal team and 3rd party solicitors can take time and may not be sustainable in the long-term.</p> |

Key: see diagram



- Requires active management.**
High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level. Very High (16-25)
- Contingency plans.**
A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from plan. High (10-15)
- 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. Medium (5-9)
- Review periodically.**
Risks are unlikely to require mitigating actions but status should be reviewed frequently to ensure conditions have not changed. Low (1-4)

Risk Key:

Financial: Losing resources or incurring liabilities.

Reputational: The Council's image. Loss of public confidence.

Legal/Regulatory: Claims against the Council. Non-compliance. Regulatory or contractual breach.

Operational/Continuity: Service delivery/process failure, targets missed.

| | | | | | | |
|----------------|-------------------|--------------------|-----------------|-----------------|--------------------|--------------------|
| Impact of risk | Catastrophic (5) | 5 Adequate | 10 Issue | 15 Issue | 20 Unacceptable | 25 Unacceptable |
| | Major (4) | 4 Acceptable | 8 Adequate | 12 Issue | 16 Unacceptable | 20 Unacceptable |
| | Moderate (3) | 3 Acceptable | 6 Adequate | 9 Adequate | 12 Issue | 15 Issue |
| | Minor (2) | 2 Acceptable | 4 Acceptable | 6 Adequate | 8 Adequate | 10 Issue |
| | Insignificant (1) | 1 Acceptable | 2 Acceptable | 3 Acceptable | 4 Acceptable | 5 Adequate |
| | | Rare (1) | Unlikely (2) | Possible (3) | Probable (4) | Almost Certain (5) |
| | | Likelihood of Risk | | | | |