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**Report To:** Environment & Regeneration Committee      **Date:** 3 September 2015

**Report By:** Corporate Director Environment, Regeneration & Resources      **Report No:** R029/AF/AP/JB

**Contact Officer:** Jan Buchanan      **Contact No:** 01475 712225

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

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## 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 2 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. This is the final year of the 3 year improvement plan.
- 2.2 The refreshed Corporate Directorate Improvement Plan (CDIP) is attached as Appendix 1 and the following matters have been reflected:
- (a) The management structure changes arising from the merging of Finance and ICT.
  - (b) Updates to the Action Plan including the provision of milestones to make the Action Plan SMART.
  - (c) The latest Risk Register.
  - (d) Updated performance targets plus all SOLACE indicators which appear in the 3<sup>rd</sup> and 4<sup>th</sup> 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.

**Aubrey Fawcett**  
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) The document reflects that, from 1 April 2015, Finance and ICT will merge into a single service. This is the final structure for the Directorate having fully implementing the management changes approved in August 2012
  - (b) The Action Plan has been reviewed and updated with a specific view to making the approved actions measurable by using SMART criteria. This should enable Committee to better track delivery of the actions previously agreed.
  - (c) The Directorate Risk Register which is regularly reviewed and updated to reflect current assessed risks is also attached.
  - (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 3<sup>rd</sup> or 4<sup>th</sup> 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 21<sup>st</sup> century customer facing organisation
  - We continue to implement the Flood Prevention Plan
  - We will continue to implement the Roads Asset Management Plan
  - Our recycling performance meets the Scottish Government recycling targets
  - 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 completed in Wallace Place, former Central Library and Port Glasgow Offices refurbishment in 2014. Port Glasgow Office opened in May 2014, former Central Library Offices in October 2014 and Wallace Place Library offices in January 2015.
  - Development of the Depot Rationalisation programme continues.

- 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 deliver 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**



## 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 4 services from April 2015 with Legal and Democratic Services merging with Property Assets and with Facilities Management moving to the Environmental and Commercial Service and Finance and ICT Services merging 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.

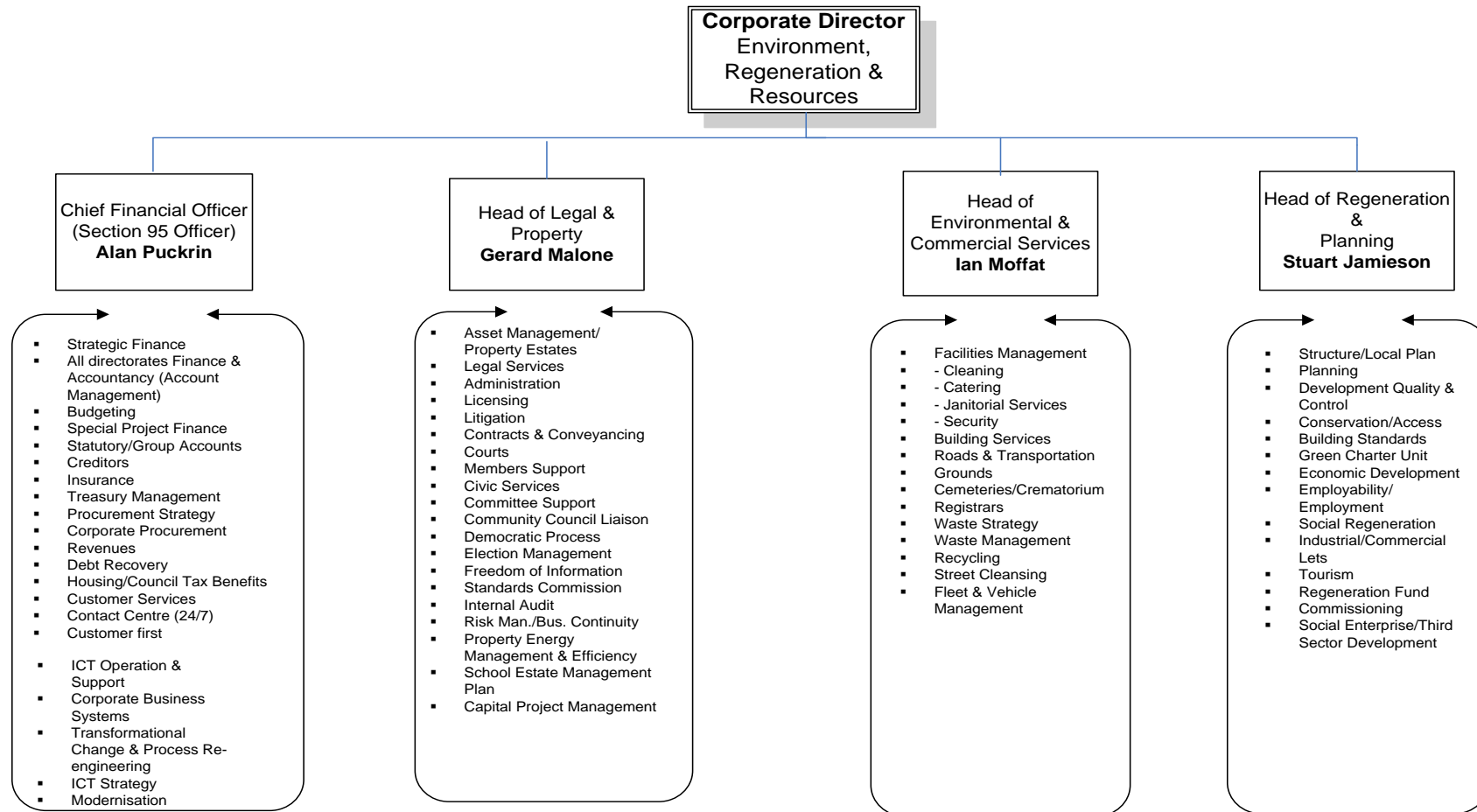
Finance Service

Legal and Property Services

Environmental and Commercial Services

Regeneration and Planning

# 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
- City Deal Projects
- Changes to procurement legislation
- Implementation of the Scottish Wide Area Network

#### 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

## 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, Procurement, 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. Procurement engagement at meet the buyer events. There was extensive consultation prior to and during the implementation of the parking strategy. 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 2 year budget process 2015/17 included community consultation, the feedback from this process was very positive. This will engagement with the community will continue for the 2016/18 budget process and will commence late Autumn 2015 for the budget to be approved in February 2016.

## 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 & Scottish Welfare Fund (completed)
  - Digital Access Strategy
  - 2015/17 Budget Proposals (completed)

## 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 regular financial reporting to CMT and reporting to Committee the long term financial strategy is reviewed and approved every six months by CMT and Council.



## 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 4<sup>th</sup> 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 and implementation of the Council's Digital Access 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

<u>Service</u>	<u>2013/14</u>		<u>2014/15</u>		<u>2015/16</u>	
	<u>Net Expenditure</u> <u>£000's</u>	<u>FTE</u> <u>-</u>	<u>Net Expenditure</u> <u>£000's</u>	<u>FTE</u> <u>-</u>	<u>Net Expenditure</u> <u>£000's</u>	<u>FTE</u> <u>-</u>
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
<b>Environment &amp; Regeneration Committee Total</b>	<b>22960</b>	<b>739.47</b>	<b>22273</b>	<b>726.87</b>	<b>21352</b>	<b>703.27</b>
Finance	10,088	129.52	11,604	127.52	11,647	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
<b>Policy &amp; Resources Committee Total</b>	<b>13949</b>	<b>200.6</b>	<b>15489</b>	<b>198.6</b>	<b>15246</b>	<b>191</b>
<b>Environment, Regeneration &amp; Resources Directorate Total</b>	<b>36909</b>	<b>940.07</b>	<b>37762</b>	<b>925.47</b>	<b>36598</b>	<b>894.27</b>

## 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 is being rolled out across all services and so that self evaluation becomes further embedded in our service planning and delivery on an ongoing basis. Actions from this will form part of the 2016/18 Corporate Directorate Improvement Plan

## 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 02	Finance Related Systems	No finance system within SWIFT and reliance on outdated systems.	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.	Angela Edmiston	Project has slipped due to lack of resource. Dedicated part time resource commencing September 2015. Target is to be operating SWIFT financials by March 16.
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 Strategy Action Plan.	Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels	Allan McDonald	<p>Upgrade of the CRM system 31 Aug 15</p> <p>Develop prioritised list of projects which utilise the CRM associated upgrades 30 Sept 2015</p> <p>Build the capability within the system, test and implement the system migrate to enable use of different communication channels</p> <p>August 2015</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 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	Establish CSC Hub in Port Glasgow 31 May 14  Services expanded & revised strategy approved.  September 2015
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"> <li>Stay within budgets</li> <li>Actions on milestone chart being achieved within timescales.</li> <li>Develop local support services delivery model with DWP</li> </ul>	Alan Puckrin/Fiona Borthwick	Implement DHP/SWF April 2014  Universal credit implemented October 2015  Manage transfer to SFIS the impact March 2016

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"> <li>• Training</li> <li>• Policies</li> <li>• Procedures</li> </ul>	All employees and members having awareness raised by 2014	Head of Legal & Property Services	<ul style="list-style-type: none"> <li>• Continued programme of seminars and training for Council services in 2014/15.</li> <li>• Provision of training to all Heads of Service through Extended Corporate Management team – summer 2014.</li> <li>• Improved service awareness- 2014/15</li> <li>• Strengthen links with Information Governance Group 2014/15</li> </ul>
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	<p>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</p> <p>Provide training and support for the Community Council Elections May 16</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 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.
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



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 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
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.

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 14	Open Spaces	<p>Developing an asset plan for land and open spaces within the remit of Grounds Services</p> <p>Works have commenced on Into 3<sup>rd</sup> year of 10 year play area strategy.</p> <p>Cemetery Development Plan at feasibility stage.</p>	Fully developed Land asset plan to include open spaces cemeteries strategies and play area provisioning	<p>Continue phased play area development</p> <p>Identify Cemeteries implement next phase of investment in 2014/15.</p> <p>Ongoing site by site condition assessments to inform budget setting priorities.</p>	Asset strategy agreed to include play areas , cemeteries, parks and open spaces	Ian Moffat	<p>Draft AMP May 2014</p> <p>Open Space AMP to be approved December 2015.</p> <p>Feasibility Study underway for the potential expansion of Knocknairshill Cemetery</p>
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).

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 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 16
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 &amp; 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 annually

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 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	Allan McDonald	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	Single Operating Plan in place	Complete review of the delivery of regeneration services	Ongoing monitoring and review against RI milestones	Annual report and successful delivery of the projects Complete review.	Aubrey Fawcett	Single operating plan approved March 2014 Annual review and report to Committee Feb 16
ERR 22	Repopulation initiatives, stabilise population	Action plan in place	Stabilise population within Inverclyde	Action Plan being implemented	Review and monitor performance against targets.	A Fawcett	Metrics/Targets approved Feb 14 Bi-meeting update of progress to P&R Committee

## APPENDIX 1 – Performance Indicator Template

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13 2	2013/14	2014/15				
Creditor Payments	96.03%	96.1%	96.5%	96.8%	97%	96%	2nd
Council Tax Collection in Year	94.18% 95.58%	94.51% 95.71%	94.8%	94.8%	95%	94.5%	27th
Benefits Processing - New Claims - Change of Circumstances	23 days 6 days	22 days 5 days	33 days 4 days	25 days 4 days			
Property Maintenance Client Satisfaction Surveys	85%	85%	85%				
Property Maintenance Service Response Times	90%	94%	92.8%				

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Facilities Management Free Meal Uptake			t				
Primary	76%	77%	78%	80%			
Secondary	66%	67%	77%	78%			
Special	97%	90%	98%	79%			
Facilities Management Paid Meal Uptake							Note - Special School paid indicator removed from 14/15 as all special school meals now free
Primary	42%	43%	42%	42%			
Secondary	43%	43%	65%	68%			
Special	43%	43%					
Variance between Accepted Tender and agreed Final Account	-8.24%	<5%					

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Waste Management – Refuse Recycling	49.3%	50%	50%	50%	55%	45%	
LEAMS Cleanliness standards	71	70	93.7%	94%	95%	93%	19 <sup>th</sup> 2014/15 Nat. Avg. 93.9%
Traffic Lights - Faults repaired within 48 Hours	94%	98%	92.8%				
Street Lights – Faults repaired within 7 days	98%	95%	88.01%				
Street Lights – Lighting columns beyond expected service life	29.5%	29%	38.6%				

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Percentage of 'A' Class roads that should be considered for maintenance treatment	32.7%	37.8%	33.94%				
Percentage of 'B' Class roads that should be considered for maintenance treatment	44.3%	43.4%	37.99%				
Percentage of 'C' Class roads that should be considered for maintenance treatment	47.4%	49.1%	46.93% <i>T</i>				
Percentage of 'Unclassified' roads that should be considered for maintenance treatment	51.1%	50.77%	47.94%				
Potholes: response to make safe/repair within target timescales category 1 to 3	30%	34%	77.3%				



Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Reduced number of people on key benefits as a result of Inverclyde Employability and Inclusion Programme.	10, 450	10, 200	10180 (16.2%- a reduction of 3% since baseline in 2012)	10100	10050	10300	
Number of MA Places	47	50	40	17	17	17	
Number of GRFW Places (Note from April 2013, GRFW will no longer exist in current format)	30	40	45	40	36	40	
% of Property Enquiries fulfilled within 28 days	100%	100%	100%	100%			
Number of Business/Property Assists		<b>128</b>	137	140	135	145	

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Percentage of all planning applications decided in under 2 months		<b>80%</b>	89%	91%	89%	92%	
Percentage of householder planning applications decided in under 2 months		<b>90%</b>	97%	97%	95%	97%	
Percentage of building warrants assessed within 20 working days of registration		<b>100%</b>	99%	99%	98%	100%	
Incident Resolution Times	92.46%	94.99%	89.93%	85%	87%	83%	
Service Request Resolution Times	93.13%	94.19%	91.34%	85%	87%	83%	
Network Availability	99.94%	99.8%	99.98%	95%	99%	93%	
Key Applications Availability	100%	99.95%	99.94%	95%	99%	93%	

Solace Benchmarking 3<sup>rd</sup> & 4<sup>th</sup> Quartile Indicators

Indicators	LA Quartile	Comment
The cost per dwelling of collecting Council Tax	3rd	Service has reviewed all cost areas and cannot make further reductions without impacting on income collection. Council Tax collection levels continue to improve.
Income due from Council Tax received by the end of the year	4th	<p>This is reviewed on a regular basis as one of the key performance indicators above.</p> <p>Council performance is within 0.5% of the national average. No further action is proposed.</p>
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.

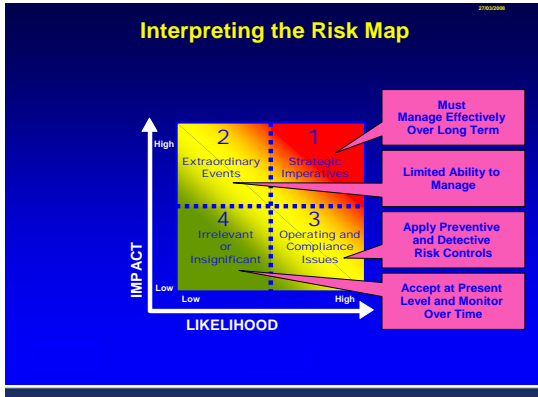
Indicators	LA Quartile	Comment
Adults satisfied with parks and open spaces	3rd	Service is taking steps to engage more with community groups and further investment is planned for parks and open spaces. This is also part of ERR14 on the Directorate Improvement plan
Net cost of street cleaning per 1000 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

Indicators	LA Quartile	Comment
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
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

Indicators	LA Quartile	Comment
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
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 1/3/13 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 Democratic 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 Property Assets and Facilities Management	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.

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						