

Environment, Regeneration and Resources

Corporate Directorate Improvement Plan 2019/22

Annual Refresh 2021



Inverclyde
council

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

Improvement Plan Overview

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

Improvement Plan Overview

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

Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Environment, Regeneration and Resources Directorate.

| Ref no | Area of Directorate activity | Where are we now? | Where do we want to be? | How will we get there (including timescale)? | How will we know we are getting there? | Who is responsible? | How much will it cost? | Link to Corporate Plan priority |
|--------------------------------------|------------------------------|---|--|--|---|--|------------------------------------|---------------------------------|
| Corporate Improvement Actions | | | | | | | | |
| CA1 | 2022/23 Budget | Council Strategy is to set a single year Budget for 2022/23 as this is the last year of the current Council. | Council to approve a balanced 2022/23 Revenue Budget and a 2022/25 Capital Programme which is within funding parameters. | Revenue Budget developed by March 2022. Calculate funding gap by December 2021. Identify sustainable funding for the 2022/25 Capital Programme Regular meetings of the MBWG and Joint Budget Group | Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee | Interim Director Corporate Services and Org Recovery | Within existing resources | OP9 |
| CA2 | Information Governance | The Freedom of Information Policy was last formally reviewed in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI | The Council's Freedom of Information Policy and associated guidance to officers is updated. | Freedom of Information Policy and procedures are updated to reflect current practice. Information Management System to manage FOI requests is implemented. A corporate training programme is established. December 2021 | Finalised Freedom of Information Policy and associated guidance and procedures are agreed. Improvement in response times and quality of FOI responses. | Interim Head of Legal Services | Contained within existing budgets. | OP9 |

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|------------|------------------------------|--|--|--|---|-----------------------------------|--|---------------------------------|
| | | responses. A training programme for officers is also needed. | | | | | | |
| CA3 | Channel Shift | <p>Many transactions take place through traditional channels, which can be more costly.</p> <p>Learning from Covid will highlight opportunities to expand on line / remote service delivery.</p> <p>Core platforms upgraded to allow more on line service delivery options</p> | Move customers away from traditional channels of communication to digital channels such as self-serve and online services. | <p>Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes.</p> <p>Projects to be identified by services as part of the 22/23 budget.</p> | <p>Monitoring of channel statistics.</p> <p>Reduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications.</p> | ICT Manager/ All Heads of Service | Within existing resources supported by Digital Access reserve and bids to the 2022/23 Budget process | OP9 |

Cross-Directorate Improvement Actions

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

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

Service Improvement Actions

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

| Ref no | Area of Directorate activity | Where are we now? | Where do we want to be? | How will we get there (including timescale)? | How will we know we are getting there? | Who is responsible? | How much will it cost? | Link to Corporate Plan priority |
|------------------------------------|---|--|--|--|--|--|--|---------------------------------|
| Service Improvement Actions | | | | | | | | |
| FINANCE | | | | | | | | |
| FIN1 | Non-domestic rates Policy- Unoccupied Premises | Responsibility to be delegated to Councils to set NDR Policy for Unoccupied properties from March,2023 | Policy set by the Council and communicated to Rate Payers | Policy Approved by March, 2022 Letters issued April, 2022 | Policy Approved | Interim Director Corporate Services and Org Recovery | Within existing resources & Government Grant | OP9 |
| FIN2 | Cloud Migration Strategy | The majority of current systems are 'on premises'. Existing licences have expired and need renewed. | Office 365 implemented including roll out of MS Teams and implementation of new telephony approach. | Procure Office365 licences and roll out throughout 2021. | Project delivered successfully | ICT Manager | Existing resources plus earmarked reserve for one off implementation costs | OP9 |
| PROPERTY SERVICES | | | | | | | | |
| PS1 | Transfer of former tied houses | The service has responsibility for the management of a small number of houses retained as tied houses at the time of stock transfer to River Clyde Homes in 2007. The majority of tenancies were reviewed in | All housing subject to regulation via the Scottish Housing Regulator transferred to River Clyde Homes. | Programme of survey and engagement with tenants on transfer undertaken in conjunction with River Clyde Homes, Scottish Housing Regulator and Tenant Participation Advisory Service. December 2021 | Completed property surveys with condition reports Tenant consultation and response on conditions of transfer. | Interim Head of Property Services | Within existing resources | OP9 |

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|-----------------------|------------------------------|---|--|--|--|-----------------------------------|---|---------------------------------|
| | | 2010 and are now occupied under Scottish Secure Tenancies with the associated requirement for the Council to abide by the legislation enforced by the Scottish Housing Regulator. | | | | | | |
| PS2 | Fee Income Target | Current resources are not aligned to medium projections of fee income and the workforce demographic means key employees will leave over the next few years | Resources which better match available workload and fee targets Increased opportunities for development and reduced use of agency/consultants | Succession Planning monitoring and restructure approved by CMT. Proposals agreed March , 2022 | Achievement of fee targets 2021/23 | Interim Head of Property Services | Mya be some VER costs subject to VFM criteria being met | |
| LEGAL SERVICES | | | | | | | | |
| LS1 | Elections | The service has the responsibility for the management and delivery of national and local elections. | An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022. | Develop succession planning to ensure that an Election Team is in place to deliver the required actions and to support the new Returning Officer | Successful completion of the Local Government Election 2022. | Interim Head of Legal Services | Within existing resources | OP10 |

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

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

Environment, Regeneration and Resources Directorate Performance Information

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

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