

Environment and Regeneration

COMMITTEE DELIVERY AND IMPROVEMENT PLAN 2023/26

ANNUAL REFRESH 2025/26

Environment and Regeneration Committee Delivery and Improvement Plan 2023/26

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

Theme 1: PEOPLE

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

Theme 2: PLACE

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

Theme 3: PERFORMANCE

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

Annual Refresh 2025/26

This Committee Delivery and Improvement Plan 2023/26 was developed following an assessment of how the Directorate could support the delivery of Council Plan priorities and the achievement of Best Value. Now entering the final year of its three-year term, the Plan has been reviewed and refreshed to ensure that actions that continue to be priorities carry forward to the next planning year; actions that have been delivered are closed off and new opportunities, challenges and responsibilities are captured.

Directorate Overview

This Plan encompasses the Regeneration, Planning and Public Protection Service and the Physical Assets Service which deliver the key functions of:

Regeneration, Planning and Public Protection	Economic Development, Regeneration, Business Development, Employability, Planning Policy, Building Standards, More Choices More Chances, Public Health, Housing, Environmental and Social Protection, Trading Standards, Parking Management, Waste Strategy and Waste Management, Grounds Maintenance, Street Cleaning and Burial Grounds
Physical Assets	Asset Management & Property Estates, Procurement, Building Services, Energy and Climate Change, Property Management, Technical Services and Capital Programme Management, Roads Repairs & Maintenance, Traffic Management, Vehicle and Fleet Management, Flood Prevention and Street Lighting.

The Delivery and Improvement Plan sets out how the Directorate will help to deliver the Council Plan priorities through the implementation of the following workstreams:

Delivery and Improvement Plan

PEOPLE

What will be delivered?		How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
1	<u>Economic Growth Plan</u> An Economic Growth Plan is in place to coordinate current and planned actions that delivers sustained benefits for our communities, residents and businesses.	Undertake further stakeholder engagement on the draft Economic Growth Plan. Final Economic Growth Plan presented to the Environment & Regeneration Committee for approval. Lead Officer: Head of Regeneration, Planning and Public Protection	30/06/25 31/08/25	The business base will have grown and be more diverse. The capacity to accommodate private sector jobs is increased. The regeneration of strategic employment sites and town centres is accelerated.	More people will be in employment, with fair pay and conditions
2	<u>Taskforce</u> Agree the next steps for the Inverclyde Socio-Economic Taskforce.	Carry out a review of the future remit of the Taskforce. Lead Officer: Head of Regeneration, Planning and Public Protection	31/07/25	Local social and economic outcomes are improved.	More people will be in employment, with fair pay and conditions

PLACE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
3	<u>Placemaking projects</u> Local regeneration and economic growth will be supported via the delivery of the key placemaking projects	Implementation of the Inverkip City Deal project. Implementation of the Levelling Up Project. Preparation and submission of a Greenock Regeneration Plan to the UK Scottish Government Lead Officer: Head of Regeneration, Planning and Public Protection	31/12/25 31/12/26 30/09/25	Economic benefits via the development of site for housing and commercial use Town centres are more sustainable.	Our economy and skills base are developed
4	<u>Local Housing Strategy</u> Implementation of the Local Housing Strategy 2023/28.	Annual review of progress made in delivering the Local Housing Strategy and report progress to the Environment & Regeneration Committee. Maintain and monitor the progress of the LHS Outcome Delivery Groups in delivering the 4 Strategy outcomes. Host a Housing Summit with partners to tackle the local housing market challenges. Lead Officer: Head of Regeneration, Planning and Public Protection	31/03/26 Ongoing throughout Strategy term 30/04/25	Local housing provision is enhanced and housing needs better met.	Our strategic housing function is robust

What will be delivered?		How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
5	<u>Pavement Parking Prohibitions</u> Development of an implementation plan reflecting the implications of Pavement Parking Prohibitions introduced by the Transport Scotland Act 2019.	Consider implementation of the Pavement Parking regulations. Lead Officer: Head of Physical Assets	31/12/25	Pavements are safer and more accessible and statutory regulations are enforced.	Our communities are thriving, growing and sustainable.
6	<u>Biodiversity</u> Increase the levels of biodiversity and improve carbon sequestration capture.	Identification of suitable grounds for tree and naturalised planting, in line with the Tree Management and Planting Strategy. Additional bids to Nature Restoration Fund will be developed and submitted. Implementation will be dependent on level of funding attained. Implement the final year of the Peatland Restoration Plan in partnership with GCV Green Network. Lead Officer: Head of Physical Assets	31/03/26 31/03/26 31/03/26	Increased biodiversity resulting from additional tree planting and the transition from annual bedding to naturalised planting.	Our natural environment is protected
7	<u>Local Development Plan</u> A strategy will be in place which sets out the Council's spatial planning policy.	Ongoing development of the new Local Development Plan to focus on: <ul style="list-style-type: none"> Preparation of the Proposed Plan, together with a proposed Delivery Programme, Environment Report and other required assessments. 	31/03/26 31/12/25	The Council will have established policies setting out its spatial planning requirements which will prevent challenge.	Our communities are thriving, growing and sustainable

What will be delivered?		How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
		<p>Submission of Proposed Plan following statutory consultation.</p> <ul style="list-style-type: none"> Required modifications are made and Plan adopted. Publication of Delivery Programme within 3 months of Plan adoption. <p>Lead Officer: Head of Regeneration, Planning and Public Protection</p>	31/03/26		
8	<p><u>Housing led regeneration</u></p> <p>A programme of housing-led regeneration will be established for Port Glasgow.</p>	<p>Delivery of Lower Port Glasgow Housing Report.</p> <p>Lower Port Glasgow Housing Led Regeneration Strategy developed with partners.</p> <p>Lead Officer: Head of Regeneration, Planning and Public Protection</p>	<p>30/06/25</p> <p>30/06/25</p>	The creation of sustainable communities is supported.	Our communities are thriving, growing and sustainable
9	<p><u>Clune Park</u></p> <p>The physical regeneration of the Clune Park area.</p>	<p>First phase of the demolition completed.</p> <p>Appointment of a Registered Social Landlord as a Council partner to develop site.</p> <p>Planning consent in principle will follow.</p> <p>Lead Officer: Head of Regeneration, Planning and Public Protection</p>	<p>31/10/25</p> <p>31/10/25</p> <p>31/03/26</p>	The overall social and physical regeneration of the area is promoted.	Our communities are thriving, growing and sustainable

What will be delivered?		How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
10	<u>Net Zero</u> Further progress will be made towards achievement of the Net Zero target by 2045.	Annual progress report on the implementation of the Net Zero Strategy and Action Plan 2022/27. Development of Fleet EV charging infrastructure in depots and other council buildings. Lead Officer: Head of Physical Assets	31/05/25 31/03/26	Direct greenhouse gas emissions from the Council's operations are reduced; sustainability is improved. The Council's carbon emissions are reduced, contributing towards the achievement of Net Zero targets.	Our natural environment is protected
11.	<u>Commercial and industrial premises (NEW)</u> Creation of new and refurbished commercial space, utilising Inverclyde's funding from the Glasgow City Region Enabling Commercial Space Programme.	Develop commercial space programme to RIBA Stage 2 concept design, with associated project cost plan. Lead Officer: Head of Regeneration, Planning and Public Protection	31/03/26	Sustainable, high-quality business locations to support SMEs, support for chain businesses and start-ups will be in place.	We have a sufficient supply of business premises

PERFORMANCE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
12.	<u>Roads Asset Management Strategy</u> The development of the Roads Asset Management Strategy	Development of a new Strategy that will shape the Roads Asset Management Plan (RAMP). Report to Committee to consider recommendations made in Strategy in relation to investment required in the road network. Implementation of Annual Delivery Plans. Lead Officer: Head of Physical Assets	31/05/25	Performance in relation to roads will continue to be maintained.	High quality and innovative services are provided, giving value for money
13.	<u>Asset Management Strategies (incorporates former Corporate Asset Management Strategy action)</u> The usage and management of Council assets will be optimised and support increased efficiency and effectiveness.	The Asset Management Strategies will be reviewed and refreshed to reflect current requirements: Lead Officer: Head of Physical Assets	31/05/26	Efficiency savings, long- term financial and service benefits are realised.	High quality and innovative services are provided, giving value for money
14.	<u>Transformation (NEW)</u> Explore opportunities for district heating systems	Attendance on LHEES training programme and participation in national groups. Participation in the Inverclyde pilot.	31/05/26	Energy savings and reduction in net zero.	High quality and innovative services are provided, giving value for money

Environment and Regeneration Annual Report Schedule

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

- Annual Procurement Report
- Planning Annual Performance Framework
- Building Standards Verification Annual Report
- Net Zero Action Plan Performance Report
- Commercial and Industrial Property Portfolio
- Local Employability Action Plan
- Roads Asset Management Plan
- Strategic Housing Investment Plan
- Local Housing Strategy

Environment and Regeneration Policy & Strategy Review Register

The policy and strategy review register brings together all the policies and strategies due to be reviewed by the Physical Assets Service and the Regeneration, Planning and Public Protection Service over the period 2024/28.

The table below shows the status of those policies and strategies that were scheduled for review in 2024 and the date of the next review.

2024

Name of Policy / Strategy	Lead Officer	Service Area	Status	Next review date:
Corporate Asset Management Strategy	Head of Physical Assets	Physical Assets	Reported 16.05.24	March 2028
Roads Asset Management Strategy	Service Manager	Roads	Due May 2025	March 2030
Winter Maintenance Policy, Procedures & Resources 2024/25	Service Manager	Physical Assets	September 2024 – reviewed annually	September 2025
Local Housing Strategy	Service Manager	Public Protection	Reported 31.10.24 & 13.03.25	Annual report every March. Next full review due 2028.
Net Zero Strategy 2021/2045	Head of Physical Assets	Physical Assets	Managed via Action Plan(s)	Annual report due every May.

The table below shows the policies and strategies that are due for review in 2025.

2025

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Economic Growth Plan (new, requiring approval)	Head of Regeneration, Planning and Public Protection	Regeneration	August 2025
Procurement Strategy 2022/25	Service Manager	Procurement	Annual procurement Report every November, with new three-year strategy due late 2025.
Traffic Calming Policy 2017	Service Manager	Roads	2025

The table below shows the policies and strategies that are due for review in 2026.







2026

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Local Development Plan	Service Manager	Planning & Building Standards	April 2026
Economic Regeneration Strategy	Service Manager	Environment & Regeneration	2026
Business Continuity Policy	Service Manager	Public Protection	2026










Environment and Regeneration Key Performance Indicators





The Directorate will monitor the performance of these key performance indicators over the lifetime of the Plan. Depending on the data source, new performance data will be provided to the Committee within the performance reports as it becomes available. In the case of national data, this is likely to be annually, however service performance data will be presented to the Committee more frequently.





The latest performance data for reporting year 2024/25 is provided below where data is available.

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
Employment rate in Inverclyde (16-64 year olds) (Source SDS Regional Skills assessment)	2021 73.4%	2022 76.5%	2023 69.9%	2024 65.8%		To meet or exceed the GCR average.	2024/25 target was to meet or exceed GCR performance. The equivalent Glasgow City Region 2024 figure is 71% (provisional, due for update April 2025).	Annual
Employment rate of 16-24 year olds in Inverclyde (Source SDS Regional Skills assessment)	2021 53.4%	2022 62.5%	No data*	2024 39%		To meet or exceed the GCR average.	2024/25 target was to meet or exceed GCR performance. The equivalent Glasgow City Region 2024 figure is 50.5% (provisional, due for update April 2025). *Data in 2023 was suppressed.	Annual
Rate of Business Gateway start-ups, per 10,000 population (LGBF)	28.8	24.9	19.8	10.7 (data up to Feb 2025)		To meet or exceed Family Group average	2024/25 target was to meet or exceed the GCR. This measure is calculated using the population. When comparing performance with previous years please note that Inverclyde's population estimate increased following the Census, which will affect the performance data from 2023 on. Family group figure (to February 2025) = 11.3	Annual
The percentage of household waste that is recycled (LGBF)	48.5%	46.8%	47%	50.3%*		45%	2024/25 target – 45% *Provisional figure. Data is subject to verification by SEPA.	Annual
CO ₂ emissions area wide; emissions within scope of LA per capita (in tonnes). (LGBF)	2021 4.1t	2022 3.7t	2023 data due July 2025	2024 data due July 2026			This is a 'data only' KPI where the direction of travel is monitored with the aim of achieving an	Annual

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
							annual reduction. Data is subject to a 2 year time lag. Family group average 2022 = 3.7t Scottish average 2022 = 4.27t.	
Proportion of internal floor area of operational buildings in satisfactory condition	92.4%	94.07%	94%	Due July 2025	✅	94%	2023/24 target = 92.2% Family group performance = 89.8% National average = 85.5%.	Annual
Proportion of operational buildings that are suitable for their current use	92.6%	93.3%	93.4%	Due July 2025	✅	93%	2023/24 target = 92% Our family group performance = 91.5% National average = 89.8%.	Annual
The % of the Inverclyde road network that requires maintenance treatment	32.7%	31.2%	33.2%	33.7%	🔴	32%	2024/25 target = 32%	Annual
Business Survival rate (3 year average)	2018/21 59%	2019/22 52.4%	2020/23 51.4%	2021/24 Due Nov 2025	🔴	60%	2023 target = 60%	Annual
Gross weekly full time earnings, by workplace (median earnings in pounds for employees working in Inverclyde)	2021 £690.40	2022 £630.70	2023 £647.80	2024 £708.00	✅	To meet or exceed the GCR average	2024 target was to meet or exceed GCR performance. Glasgow City Region average full-time earnings, by workplace = £705.50	Annual
% school leavers in a positive destination approx. 9 months after leaving school year	91.9%	89.3%	Due June 2025	n/a	⚠️	92%	2022/23 Target = 92%. This data is subject to time lag. 2022/23 data was published in June 2024. The comparable Scottish figure in 2022/23 was 92.8%	Annual
Employment rate (16-64 year olds) by gender: Inverclyde females	2021 78.8%	2022 77.7%	2023 69.8%	2024 67.4%	⚠️	To meet or exceed the GCR average	2024 target was to meet or exceed GCR performance. Glasgow City Region females – 69.4%	Annual

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
Inverclyde males	70.9%	74.6%	66.9%	64.4%			Glasgow City Region males – 72.7%	
Hectares (Ha) of compromised peatland restored	0	0	483Ha	217.3Ha		Dowries: 154ha, Hardridge: 790ha	Targets referred to are the end of project targets. Projects ongoing until 2026.	Annual
Category 1 Potholes – Percentage made safe/repair within 24 hours of identification	100%	92%	100%	100%		92%	2024/25 target = 92% Full year performance figure shown.	Quarterly
Category 2 potholes that were made safe within 7 days of identification.	94%	90%	80.2%	94.45%		90%	2024/25 target = 90% Full year performance figure shown.	Quarterly
The percentage of street lighting repairs carried out within 7 days	96.4%	92%	86.6%	92.86%		92%	2024/25 target = 92% Full year performance figure shown.	Quarterly
The percentage of all planning applications decided in under 2 months	66%	38.6%	49%	80.99%		75%	2024/25 target = 72% Full year performance figure shown.	Quarterly
Percentage of householder planning applications decided in under 2 months	67.9%	41.2%	46.7%	77.56%		76%	2024/25 target = 76% Full year performance figure shown.	Quarterly
% of all building warrants assessed within 20 working days	92.24%	92.9%	94.4%	98.35%		95%	2024/25 target = 95% Full year performance figure shown.	Quarterly
Number of employability clients supported by the Council that gained a full or partial qualification in the reporting year	363	326	457	306 (as at q3)		400	Performance figure for the year, as at the end of Q3. Status may change depending on final year end figure.	Quarterly

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
Number of unemployed people that have progressed to employment from participation in council funded /operated employability activities	459	467	414	283 (as at q3)		250	Performance figure for the year, as at the end of Q3. Status may change based on final year end figure	Quarterly
Tonnes sent for Energy from Waste Treatment	-	-	-	2024 26,076t			This is a 'data only' KPI where the direction of travel is monitored. From January 2024 the Council no longer sent waste to landfill but moved to Energy from Waste.	Quarterly
Number of trees planted	Not reported	Not reported	11,760	348		500	The target was to plant 500 trees in 2024/25.	Quarterly

PI Status	
	Performance is adrift of target by 5% or more
	Performance is below target, but is within a set tolerance level (between 0%-5%)
	Performance is at target level or higher
	Performance is being monitored but no target has been set (data only PI)

Environment and Regeneration Risk Management

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

The highest risks to the Committee were reviewed in April 2025 and are presented below:

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
Significant budgetary pressures	Director of Environment and Regeneration	There is a financial risk that 2025/26 will be challenging for the Committee to remain within its Revenue Budget.	<ul style="list-style-type: none"> • Scottish Government Financial Settlements not keeping pace with inflation or demographic pressures • Ring Fencing • Reliance on funding from government for specific projects is not guaranteed • Legislative and demographic pressures • Real term reductions in Capital grant whilst assets require significant investment • Conditionality of funding is sometimes restrictive to the desired deliverables • Timing of funding received makes it difficult to plan some deliverables 	<ul style="list-style-type: none"> • Impact on service levels • Impact on delivery of key projects • Impact on delivery of Committee and Service plans • Overspend in budget • Pressure on allocation of capital for other uses 	4	4	16	Inflation contingency	
								Budget setting and monitoring and in service budget management	
								Bi-Monthly reporting	
								Detailed annual budget exercise	
								Early identification and consideration of overspends	
Inappropriately resourced or resilient workforce	Director of Environment and Regeneration	The risk is that there is a failure to ensure there is an appropriate resourced and resilient workforce in place to meet	<ul style="list-style-type: none"> • Attractiveness of roles to work for Inverclyde council • Skillset availability - smaller pool to draw from with national shortages in some professions • Lack of upskilling and development of workforce, particularly with specific skill sets where there are identified gaps 	<ul style="list-style-type: none"> • Single points of dependency or failure within workforce • Reduced capacity to provide services to the community and to other council services • Impact on quality or continuity of service delivery • Missed regulatory or reporting deadlines 	4	4	16	Use of modern apprenticeship and graduate training schemes	
								Staff development	
								Grow our Own	

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
		future organisational needs	<ul style="list-style-type: none"> • Aging workforce • Pay disparity between other local authorities 	<ul style="list-style-type: none"> • Reputational damage • Potential regulatory sanctions 				People and Organisational Development Strategy	
Major partner or supplier failure	Director of Environment and Regeneration	The risk is that external factors outwith the control of the Council impact on the Council's ability to deliver services / planned programmes.	<ul style="list-style-type: none"> • Poor selection process • Poor quality or small pool of suppliers / partner • Services provided are ceased • Market forces affecting construction materials & labour supply chains may become unsustainable • Insolvency of supplier 	<ul style="list-style-type: none"> • Impact on quality and/or resilience of service delivery • Financial impact to source new or more expensive options • Reputational impact • Capital slippage • Less projects able to be progressed within budget • Cost implications if a new supplier needs to be procured • Reputational impact if a major project cannot be completed 	4	3	12	Governance reviews	
								Financial checks	
								Committee reporting on project progress against key milestones	
								Major partnership board presence	
								Contract strategy	
Risk to Council's reputation linked to the decisions of the Planning Board or Local Review Body	Director of Environment and Regeneration Head of Legal, Democratic, Digital and Customer Services	There is a reputational risk that the decisions of the Planning Board or Local Review Body expose the Council to judicial review.	<ul style="list-style-type: none"> • Decisions taken based on non-material issues 	<ul style="list-style-type: none"> • Legal action • Reputational impact • Appeal losses • Increase in resources spent e.g. if a decision has to be reviewed or defended or costs awarded 	4	3	12	Governance mechanism in place	
								Procurement processes	
								Legal advice sought externally	
								Relevant and qualified staff supporting the project	
								Strategic lead for council coordinating activity	
								Relevant planning consents gained	

Legend



Red - Very High Risk, score between 16-25: Requires Active Management

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



Amber - High Risk score between 10-15: Contingency Plans

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



Yellow – Medium Risk, score between 5 – 9: 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.



Green – Low Risk, score between 1-4: Review Periodically

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

Monitoring and Reporting

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

Progress on the delivery of this Plan is monitored using the Council's performance management system, Pentana, which monitors Actions, KPIs and Risks. Progress reports will continue to be presented to every second Committee meeting for scrutiny and published on the Council's website.

These reports and a range of other performance information is published here:

<https://www.inverclyde.gov.uk/council-and-government/performance>