
Report To:	Environment and Regeneration Committee	Date:	15 May 2025
Report By:	Director, Environment & Regeneration	Report No:	ENV017/25/MR/KM
Contact Officer:	Stuart Jamieson	Contact No:	01475 712146
Subject:	Environment and Regeneration Committee Delivery and Improvement Plan 2023/26 Annual Refresh and Performance Summary 2024/25		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting
- 1.2 The purpose of this report is present the Committee with the refreshed Environment and Regeneration Committee Delivery and Improvement Plan. The Plan contains new, or revised, improvement actions for reporting year 2025/26 that require approval.
- 1.3 The Committee received a comprehensive report providing an update on the progress made in delivering the Committee Plan 2023/26 at its last meeting on 13 March 2024. For completeness, this report includes a summary of the overall progress that was achieved in delivering the Committee Plan at the end of year two (2024/25).

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:
- Note the progress made in delivering the Environment and Regeneration Committee Delivery and Improvement Plan during 2024/25.
 - Approve the refreshed Environment and Regeneration Committee Delivery and Improvement Plan, to be implemented in 2025/26.

Stuart Jamieson
Director,
Environment and Regeneration

3.0 BACKGROUND AND CONTEXT

3.1 Committee Delivery and Improvement Plans (referred to as Committee Plans) are a key component of the Council's refreshed strategic planning and performance management framework. The Committee Plan enables scrutiny of:

- Strategic activity within the Committee remit; and
- How the Committee is helping to deliver the Council Plan outcomes.

3.2 The Environment and Regeneration Committee Plan 2023/26 was approved on 4 May 2023. Committee Plans have also been approved by the Education and Communities Committee and the Policy and Resources Committee.

3.3 Now entering the final year of its three-year term, the Committee Plan has been reviewed and refreshed to ensure that actions that continue to be priorities for the Directorate carry forward to the next planning year; actions that have been delivered are closed off and new opportunities, challenges and responsibilities are captured.

3.4 ENVIRONMENT AND REGENERATION COMMITTEE PLAN 2023/26: YEAR END PERFORMANCE SUMMARY

3.5 The Committee Plan 2023/26 contains an action plan with 13 high level actions, each underpinned by a number of sub-actions.

3.6 This Committee has previously considered two performance reports relating to the delivery of the Environment and Regeneration Committee Plan in year two, the most recent of which was presented at the last meeting held on 13 March 2025. Details of the status of each action, i.e. complete, on track or slippage, along with a performance narrative was provided within that report. The latest KPI performance data was also provided.

3.7 A summary of the status of the 13 high level actions at the end of 2024/25 is provided below for the attention of the Committee.

Status at end March 2025	Fully complete	On track / ongoing	Slippage
	3	6	4

Completed Actions

Actions that are now fully complete i.e. all associated sub-actions were delivered by the end of year two are as follows:

- The review of the Economic Strategy 2021/25, which included reviewing the existing economic climate and stakeholder engagement, is complete. The new, draft Economic Growth Plan, was presented to this Committee on 13 March 2025.
- Housing led regeneration in central Greenock and Port Glasgow. The Greenock study was approved by the Environment and Regeneration Committee on 31st August 2023 and a consultant report in relation to Port Glasgow is expected in June 2025.
- A Workforce Development Plan has been developed for the Directorate. The Plan identifies the key challenges and themes for the Directorate and includes a new Service Workforce Plan, implemented from May 2024.

Ongoing Actions

The following actions were originally scheduled for delivery beyond 2024/25. As these are ongoing, each has been updated and rolled forward into the refreshed Committee Plan.

- The delivery of placemaking projects, including the Levelling Up project.
- Ongoing monitoring of the implementation of the Local Housing Strategy 2023/28.
- Implementation of projects aimed at increasing biodiversity and improving carbon sequestration.
- The production of an Inverclyde Local Development Plan.
- The review of Asset Management Strategies.

In addition to the above, an update on the Net Zero Strategy, which is an ongoing action within the Committee Plan, appears separately on the agenda for this meeting.

Slippage

Actions where completion of all sub-actions by the original due date was not achieved in 2024/25 are as follows:

- The review of the Socio-Economic Taskforce.
- Proposals relating to pavement parking prohibitions.
- Works relating to the regeneration of Clune Park.
- The development of a new Roads Asset Management Strategy.

These actions have been carried forward into year three, and new delivery dates set.

3.8 KPI performance 2024/25

The most recent performance data for all the Committee Plan KPIs is provided within the refreshed Plan. The Committee is asked to note that data is still being verified for a small number of KPIs.

3.9 Areas where the year-end performance target was achieved include:

- The percentage of household waste that was recycled (subject to SEPA verification).
- Gross weekly median earnings in pounds for employees working in Inverclyde (national data).
- Category 1 Potholes: the percentage made safe/repair within 24 hours of identification
- Category 2 potholes: the percentage that were made safe within 7 days of identification.
- The percentage of street lighting repairs carried out within 7 days.
- The percentage of all planning applications decided in under 2 months.
- The percentage of householder planning applications decided in under 2 months.
- The percentage of all building warrants assessed within 20 working days.
- The proportion of internal floor area of operational buildings in satisfactory (LGBF KPI).
- The proportion of operational buildings that are suitable for current use (LGBF KPI).

3.10 Performance for a small number of national measures fell below target but remained within a 5% tolerance level (amber status). Whilst the direction of travel and performance against comparator authorities is monitored for such measures, performance is influenced by a range of factors, many of which are outwith the Council's control. These KPIs

- The rate of business gateway start-ups per 10,000 population (based on published data over the period April – February 2025) (LGBF KPI).
- The percentage of school leavers in a positive destination approximately 9 months after leaving school.
- The female employment rate in Inverclyde.

3.11 A number of KPIs have a red status, i.e. performance in the year was 5% or more below target. The red status of the following KPIs is based on data that is published nationally:

- The employment rate for both 16-64 year olds and for 16-24 year olds fell in 2024 and both were lower than the Glasgow City Region average.
- The employment rate of males in Inverclyde was below the Glasgow City Region average.
- The three-year business survival rate also decreased.
- The percentage of the road network that requires maintenance treatment increased from the previous year.

In relation to service performance, data for a small number of measures for financial quarter four 2024/25 is currently being verified and therefore the status may be subject to change. KPIs with a red status at the end of **quarter three** are:

- The number of employability clients supported by the Council that gained a full or partial qualification in the reporting year.
- The number of unemployed people that have progressed from employment to participation in council funded / operated employment activities.

In addition, the annual target for tree planting in 2024/25 was not achieved.

3.12 ENVIRONMENT AND REGENERATION COMMITTEE PLAN ANNUAL REFRESH

3.13 The Committee Plans are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate during the remaining term of the Plan.

3.14 Appendix 1 contains an 'Action Tracker' to provide the Committee with full oversight of the changes that have been made to the refreshed action plan. The refreshed Environment and Regeneration Committee Plan is attached as Appendix 2.

3.15 The focus of the Committee Plan continues to be on the areas of strategic importance that support the achievement of Council Plan 2023/28 outcomes. All actions and delivery timescales have been updated to reflect the current position as the Plan enters its final year. Performance in key areas will continue to be monitored and reported to the Committee.

3.16 In particular, the attention of the Committee is drawn to the inclusion of two new actions to be implemented in 2025/26:

- Delivery of a new transformation project relating to district heating.
- Development of commercial and industrial premises utilising the Glasgow City Region Enabling Commercial Space Programme funding.

3.17 The Risk Register has also been reviewed and is included within the refreshed Committee Plan. Updates against the areas of highest risk will continue to be provided on a six-monthly basis.

- 3.18 The refreshed Plan also includes details of Council policies that fall within the remit of this Committee and the date of the next planned review.
- 3.19 Progress in the delivery of the Committee Plan will continue to be reported to every second meeting of this Committee. The Committee will also continue to receive Annual Reports on a range of thematic work related to its remit.

4.0 PROPOSALS

- 4.1 The Committee is asked to note the progress that has been achieved in delivering the Environment and Regeneration Committee Delivery and Improvement Plan 2023/26 in its second year.
- 4.2 The Committee is asked to approve the refreshed Committee Plan, which will be implemented in year three (2025/26).

5.0 IMPLICATIONS

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

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

5.2 Finance

One off Costs

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

Annually Recurring Costs/ (Savings)

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

5.3 Legal/Risk

There are no legal implications associated with this report, whilst the key Committee risks are highlighted within the full Committee Plan 2023/26.

5.4 Human Resources

There are no human resources implications associated with this report.

5.5 Strategic

The Environment and Regeneration Committee Delivery and Improvement Plan 2023/26 directly supports the Council Plan 2023/28 and is aligned to the delivery of the Council Plan outcomes.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
CMTE/ EVR001	Refresh the Economic Strategy 2021/25 and develop a new Economic Development Strategy	 Complete	Carry out a review of the current Economic Development Strategy.	31/08/24	Complete	Complete. The focus in 2025/26 will be on the implementation of the new Economic Growth Plan.
		 Complete	Set Strategy Development Plan <ul style="list-style-type: none"> • Review of existing economic climate • Engagement with key stakeholders e.g. businesses and local groups • Identify priority themes 	31/08/24	Complete	
		 Complete	Development of an action plan for the Economic Development Strategy 2025/28 with partners.	31/03/25	Complete	
CMTE/ EVR002	Agree the next steps for the Inverclyde Socio-Economic Taskforce.	 Slippage	Carry out a review of the future remit of the Taskforce.	30/09/24	31/07/25	This is an ongoing action and the delivery timescales have been updated to reflect the current position.
CMTE/ EVR003	Support regeneration and economic growth via the delivery of key placemaking projects.	 Complete	Submission and approval of Inverkip Outline Business Case and final Business Case following Committee approval.	30/06/24	Complete	Complete. A new action for 2025/26 has been developed on the implementation of the Inverkip City Deal Project.
		 Ongoing	Implementation of the Levelling Up Project.	31/03/26	31/12/26	This is an ongoing action within the new plan. The revised delivery timescale was previously noted by this Committee at its meeting held on 29 August 2024.
		 Complete	Establishment of a Towns Fund Board.	30/06/24	Complete	Complete. A new action for 2025/26 has been developed on the submission of a Greenock Regeneration Plan to the UK Scottish Government.
CMTE/ EVR004	Development of a Local Housing Strategy 2023/28 which sets out how the Council and its partners	 Complete	Annual Review of the LHS 2023/28 and report to the Committee in the October / November cycle 2024.	30/09/24	Complete	Complete. A year one progress report has previously been considered by this Committee. As the LHS remains a live

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
	will address housing issues over the next 5 years.	 Ongoing	Maintain and monitor the progress of the LHS Outcome Delivery Groups in delivering the 4 Strategy outcomes.	Ongoing	Ongoing	strategy, an annual report will continue to be included in the Committee Plan 2025/26. A new action has been added to host a Housing Summit to address local housing challenges.
CMTE / EVR005	Development of an implementation plan reflecting the implications of Pavement Parking Prohibitions introduced by the Transport Scotland Act 2019.	  Slippage	Development of proposals. Implementation of the Pavement Parking Regulations.	30/09/24 31/03/25	Complete 31/12/25	This has been completed. This is ongoing and the action and delivery timescales have been updated to reflect the current position.
CMTE / EVR006	Increase the levels of biodiversity and improve carbon sequestration capture	 Ongoing	Identification of suitable grounds for tree and naturalised planting. Implement the remainder of the Peatland Restoration Plan in partnership with GCV Green Network. Additional bids to Nature Restoration Fund will be developed and submitted. Implementation will be dependent on level of funding attained.	31/03/26 31/03/26 31/03/26	No change No change No change	This is an ongoing action and has been updated to include reference to the Tree Planting Strategy.
CMTE / EVR007	Set out the Council's spatial planning policy in line with statutory requirements.	 Ongoing	Develop a new Local Development Plan.	31/03/26	No change	This is an ongoing action.
CMTE / EVR008	Establish a programme of housing led regeneration in central Greenock and Port Glasgow.	 Complete	Approval of brief for central Port Glasgow Housing Regeneration Strategy.	30/11/24	Complete	Complete. A new action has been added relating to the production of the PG Housing Report and actions arising from the report.

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
CMTE / EVR009	Progress with the physical regeneration of the Clune Park area.	 Complete	Partner dialogue with RSL provider.	01/04/24	Complete	This is ongoing. This action now reflects the first phase of demolition and the appointment of a registered social landlord as a council partner to develop site. Investigation of legal issues is integral to every stage in the process and as such, will no longer be reported separately.
		 Slippage	Planning consent (in principle) for the Clune Park development.	01/04/24	31/03/26	
		 Slippage	Legal issues fully investigated.	01/05/25	-	
CMTE / EVR010	Progress workstreams to support the achievement of the Net Zero target by 2045.	 Ongoing	Ongoing implementation of the Net Zero Strategy and Action Plan 2022/27 focusing on a wide range of workstreams that will deliver energy efficiency improvements and carbon emission reductions.	31/03/26	No change	Action has been revised to make specific reference to the presentation of an annual report on the Net Zero Strategy and Action Plan 2022/27.
		 Ongoing	Develop Fleet EV charging infrastructure in depots and other council buildings.	31/03/26	No change	No change.
CMTE/ EVR011	Development of a Roads Asset Management Strategy (RAMS) that will shape the Roads Asset Management Plan	 Slippage	Development of a Roads Asset Management Strategy that will shape the Roads Asset Management Plan.	30/09/24	31/05/25	This will continue as a workstream within the Committee Plan 2025/26. Due dates have been revised.
		 Slippage	Report to the Committee to consider recommendations made in the Strategy in relation to investment required in the road network.	30/09/24	31/05/25	
		 Complete	Implementation of annual delivery plans.	30/09/24	Complete	
CMTE / EVR012	Improve workforce / succession planning processes and address the skills gap arising from an ageing workforce.	 Complete	Identify the future skills gap within the Services, in key areas.	31/05/24	Complete	This is complete and will be removed as an action from the Committee Plan going forward.
		 Complete	Develop a training action plan for apprentices and graduates	31/05/24	Complete	

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
CMTE/ EVR013	The usage and management of Council assets will be optimised and support increased efficiency and effectiveness.	 Ongoing	The Asset Management Strategies will be reviewed and refreshed to reflect current requirements.	31/05/26	No change	This will continue as a workstream within the Committee Plan 2025/26.

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

PLACE

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

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
5.	<p><u>Pavement Parking Prohibitions</u></p> <p>Development of an implementation plan reflecting the implications of Pavement Parking Prohibitions introduced by the Transport Scotland Act 2019.</p>	<p>Consider implementation of the Pavement Parking regulations.</p> <p>Lead Officer: Head of Physical Assets</p>	31/12/25	Pavements are safer and more accessible and statutory regulations are enforced.	Our communities are thriving, growing and sustainable.
6.	<p><u>Biodiversity</u></p> <p>Increase the levels of biodiversity and improve carbon sequestration capture.</p>	<p>Identification of suitable grounds for tree and naturalised planting, in line with the Tree Management and Planting Strategy.</p> <p>Additional bids to Nature Restoration Fund will be developed and submitted. Implementation will be dependent on level of funding attained.</p> <p>Implement the final year of the Peatland Restoration Plan in partnership with GCV Green Network.</p> <p>Lead Officer: Head of Physical Assets</p>	<p>31/03/26</p> <p>31/03/26</p> <p>31/03/26</p>	Increased biodiversity resulting from additional tree planting and the transition from annual bedding to naturalised planting.	Our natural environment is protected
7.	<p><u>Local Development Plan</u></p> <p>A strategy will be in place which sets out the Council's spatial planning policy.</p>	<p>Ongoing development of the new Local Development Plan to focus on:</p> <ul style="list-style-type: none"> Preparation of the Proposed Plan, together with a proposed Delivery Programme, Environment Report and other required assessments. 	<p>31/03/26</p> <p>31/12/25</p>	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		
<p>8. <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
<p>9. <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.	<p><u>Net Zero</u></p> <p>Further progress will be made towards achievement of the Net Zero target by 2045.</p>	<p>Annual progress report on the implementation of the Net Zero Strategy and Action Plan 2022/27.</p> <p>Development of Fleet EV charging infrastructure in depots and other council buildings.</p> <p>Lead Officer: Head of Physical Assets</p>	<p>31/05/25</p> <p>31/03/26</p>	<p>Direct greenhouse gas emissions from the Council's operations are reduced; sustainability is improved.</p> <p>The Council's carbon emissions are reduced, contributing towards the achievement of Net Zero targets.</p>	<p>Our natural environment is protected</p>
11.	<p><u>Commercial and industrial premises (NEW)</u></p> <p>Creation of new and refurbished commercial space, utilising Inverclyde's funding from the Glasgow City Region Enabling Commercial Space Programme.</p>	<p>Develop commercial space programme to RIBA Stage 2 concept design, with associated project cost plan.</p> <p>Lead Officer: Head of Regeneration, Planning and Public Protection</p>	<p>31/03/26</p>	<p>Sustainable, high-quality business locations to support SMEs, support for chain businesses and start-ups will be in place.</p>	<p>We have a sufficient supply of business premises</p>

PERFORMANCE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to Council Plan
12.	<p><u>Roads Asset Management Strategy</u></p> <p>The development of the Roads Asset Management Strategy</p>	<p>Development of a new Strategy that will shape the Roads Asset Management Plan (RAMP).</p> <p>Report to Committee to consider recommendations made in Strategy in relation to investment required in the road network.</p> <p>Implementation of Annual Delivery Plans.</p> <p>Lead Officer: Head of Physical Assets</p>	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.	<p><u>Asset Management Strategies (incorporates former Corporate Asset Management Strategy action)</u></p> <p>The usage and management of Council assets will be optimised and support increased efficiency and effectiveness.</p>	<p>The Asset Management Strategies will be reviewed and refreshed to reflect current requirements:</p> <p>Lead Officer: Head of Physical Assets</p>	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.	<p><u>Transformation (NEW)</u></p> <p>Explore opportunities for district heating systems</p>	<p>Attendance on LHEES training programme and participation in national groups.</p> <p>Participation in the Inverclyde pilot.</p>	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. Where it is not yet available, the 'latest status' icon relates to performance against target achieved in most recent year.

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

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
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 reduction. Data is subject to a 2 year time lag. Family group average 2022 = 3.7t Scottish average 2022 = 4.27t.	Annual
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

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
Employment rate (16-64 year olds) by gender: Inverclyde females Inverclyde males	2021 78.8% 70.9%	2022 77.7% 74.6%	2023 69.8% 66.9%	2024 67.4% 64.4%		To meet or exceed the GCR average	2024 target was to meet or exceed GCR performance. Glasgow City Region females – 69.4% Glasgow City Region males – 72.7%	Annual
Hectares of compromised peatland restored	0	0	Dowries 150Ha Hardridge 333Ha	Data being verified		Dowries: 154ha, Hardridge: 790ha	Targets referred to are the end of project targets.	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

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
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
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	-	-	-	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	

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, Ideagen Risk, 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>