Inverclyde council

Report To:	**Policy and Resources Committee**	**Date:**	**3 June 2025**
Report By:	**Chief Executive**	**Report No:**	**PR/12/25/KM**
Contact Officer:	**Stuart Jamieson**	**Contact No:**	**01475 712146**
Subject:	**Policy and Resources 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 Policy and Resources Committee Delivery and Improvement Plan. The Plan contains new, or revised improvement, actions for 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 25 March 2025. 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 that has been made in delivering the Policy and Resources Committee Delivery and Improvement Plan during 2024/25.
- Approve the refreshed Policy and Resources Committee Delivery and Improvement Plan, to be implemented in 2025/26.

Stuart Jamieson
Chief Executive

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 Policy and Resources Committee Delivery and Improvement Plan 2023/26 was approved on 23 May 2023. Committee Plans have also been approved by the Environment and Regeneration Committee and the Education and Communities 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 **POLICY AND RESOURCES COMMITTEE PLAN 2023/26: YEAR END PERFORMANCE SUMMARY**

3.5 The Committee Plan 2023/26 contains an action plan with 11 high level actions, each underpinned by a number of sub-actions.

3.6 This Committee has previously considered two performance reports in relation to the delivery of the Policy and Resources Committee Plan in year two, the most recent of which was presented at the last meeting held on 25 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 11 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
	5	1	4

One action, relating to the refresh of governance documents, is due to commence in 2025/26.

Complete

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

- A governance, delivery and reporting framework for the Inverclyde Alliance Partnership Plan 2023/33 has been established and implemented.
- Further work to embed the strategic planning and performance management framework (SPPMF), including a new Strategic Needs Assessment and a review of the SPPMF, was carried out during the year.
- A review of Community Councils was undertaken and the outcome reported to a meeting of Inverclyde Council on 10 April 2025.

- The Revenue Budget 2025/26 was developed and approved.
- A review of the Council's Communication and Engagement Strategy was carried out and new actions for 2025/26 identified.

Ongoing

The following action was originally scheduled for delivery beyond 2024/25. As it is ongoing, it has been rolled forward into the refreshed Committee Plan.

- Review of options for a replacement Finance system.

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 Conditions of Service, which was included within a wider action focusing on the People and Organisational Development Strategy.
- The upgrade to the Human Resources and Payroll system.
- Process updates relating to Human Resources, Organisational Development and Payroll.
- The completion of a Digital Maturity assessment to support the modernisation of the Council.

These actions have been carried forward into year three, with new deadlines 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 where a measure is part of the Local Government Benchmarking Framework, the publication of national data can be subject to a significant time lag, which in turn can have an impact on setting targets for the year ahead.

3.9 Measures where the year-end performance target was achieved (green status) include (n.b quarter four data is still being compiled for one measure noted below and status may therefore change):

- Uncommitted General Fund Balance as a percentage of annual budgeted net revenue (LGBF).
- Ratio of financing costs to net revenue stream (LGBF KPI).
- Actual outturn as a percentage of budgeted expenditure (LGBF KPI).
- Gender pay gap (LGBF KPI).
- The percentage of invoices sampled that were paid within 30 days.
- The percentage of Freedom of Information and Environmental Information Regulation requests that were responded to within statutory timescales.
- The number of complaints received per 1,000 population.
- The Society for Innovation, Technology and Modernisation (Socitm) accessibility score of the Council website (as at March 2025)
- Employee turnover for the year (*as at end of quarter 3*).

3.10 Performance for a small number of measures fell below target but remained within a 5% tolerance level (amber status). These are:

- The Council Tax in year collection level was very slightly below target.
- The total number of days lost due to sickness absence.

3.11 A number of KPIs have a red status, i.e. performance in the year fell 5% or more below target (n.b quarter four data is still being compiled for one measure noted below and red status may therefore change).

- Total useable reserves as a percentage of Council annual budgeted income (LGBF KPI, 2023).
- The percentage of the population with an active Community Council.
- Number of RIDDOR incidents (reporting of injuries, diseases and dangerous occurrences regulation) per 100,000 employees.
- The number of data breaches notified to the Information Commissioner's Office.
- The number of corporate training courses attended (*as at end of quarter 3*).
- Percentage of transactions dealt with through the customer service centre portal that are digital.

3.12 POLICY AND RESOURCES 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 Policy and Resources 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 a new action which focuses on the delivery of transformation within the Council.

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 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 a number of 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 Policy and Resources 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 Policy and Resources 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	Original Action	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
CMTE/ PR001	A new Partnership Plan 2023/33 for the Inverclyde Alliance will be implemented, underpinned by an effective governance, delivery and reporting framework.	✅ Complete	Development of the Partnership Action Plans and key performance indicators to support the delivery of the Partnership Plan.	31/10/24	Complete	Complete. All Partnership Plan actions set for 2024/25 have been delivered.

New actions have been developed for 2025/26 focusing on further embedding the governance, delivery and reporting framework. |
		✅ Complete	New/ refreshed delivery groups established, and regular progress reports provided to the Alliance Board.	31/03/25	Complete	
		✅ Complete	Publish an annual report on progress made against the Partnership Plan.	31/10/24	Complete	
		✅ Complete	Implement the new Locality Planning model, with updated local priorities and engagement processes in place.	31/12/24	Complete	
CMTE/ PR002	Further embed the new strategic planning and performance management arrangements to support the delivery of the Council Plan 2023/28.	✅ Complete	Update the Inverclyde Strategic Needs Assessment.	30/09/24	Complete	Complete. The SNA has been reported to the Alliance Board.

The Service planning process is now well established and is now business as usual. This action been removed from the Committee Plan.

This work has been carried out and reported to the P&R Committee in March. Actions arising from the SPPMF review have been developed for 2025/26. |
		✅ Complete	Development of Service Plans for each Head of Service for reporting year 2024/25.	30/06/24	Complete	
		✅ Complete	With the CMT conduct a review of the performance management arrangements introduced in 2023/24.	30/09/24	Complete	
CMTE/ PR003	Support the development of the newly established Community Councils and monitor arrangements in those areas where no Community Council has been established.	✅ Complete	Review developments of Community Council activity, within 12 months of the Community Council elections.	31/03/25	Complete	Complete. A report on this matter was considered by the Inverclyde Council on 10 April 2025.
		✅ Complete	Following the review, development of recommendations and report to full Council.	31/03/25	Complete	

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

Ref	Original Action	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
CMTE/ PR004	Development of a Revenue Budget 2025/26	✅ Complete	Development of a Revenue Budget for 2025/26.	31/05/26	Complete	Complete. A new action is included in the refreshed Plan to reflect the requirement to develop a new budget for 2026/27.
CMTE/ PR005	Report options for the replacement of the current Finance System, due to become unsupported from 31 March 2028.	▶ Ongoing	Develop options for Committee to consider including estimated financial implications.	30/09/25	30/09/25	This is an ongoing action, no change to original due date. Additional milestones have been added to follow on from the options appraisal.
CMTE / PR006	Delivery of the Year 1 actions within the People and Organisational Development Strategy 2024/27.	✅ Complete	Deliver the Pride of Inverclyde Employee Awards.	30/06/24	Complete	Complete. The Employee Awards 2025, including HSCP awards, is included in the refreshed action plan.
		▶ Ongoing	Support the achievement of professional qualifications within the workforce and implement an improved approach to mandatory training courses.	31/03/25	31/03/26	This has been implemented but as an ongoing workstream, it will continue to feature in the refreshed action plan.
		✅ Complete	Review the performance appraisal process (Positive Conversations).	30/09/24	Complete	Complete. This has been removed from the action plan.
		✅ Complete	Support managers to improve the use of absence monitoring reporting.	30/06/24	Complete	Complete. A follow-on action relating to absence management has been added.
		▶ Ongoing	Implement the Mentoring Scheme and evaluate its impact.	31/03/25	31/12/25	Implementation and evaluation complete, the action has been rolled forward to include a review of arrangements.
		✅ Complete	Provide guidance on the implementation of new / updated policies.	31/03/25	Complete	Complete. This has been removed from the action plan.
		⚠ Slippage	Commence a review of the Conditions of Service and Pay and Grading	31/03/25	31/03/25	Slippage due to resource issues, action will be continued in the refreshed action plan with a new delivery date set.

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

Ref	Original Action	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
			structure, including identification of implications.			
CMTE / PR007	Implement an upgrade to the Human Resources and Payroll system.	✅ Complete	Development of a project plan.	30/09/24	Complete	Complete. A new action has been added relating to communication plan.
		⚠️ Slippage	Implement upgrade and associated testing.	31/12/24	30/08/25	Slippage previously reported to Committee. New delivery date for the project 30/08/25.
		⚠️ Slippage	Develop training and user guides.	31/12/24	30/09/25	Delivery date change to reflect anticipated completion of rollout.
CMTE / PR008	Update and improve Human Resources, Organisational Development and Payroll processes	✅ Complete	Monitor the effectiveness of automatic of processes through Victoria Forms.	31/03/25	Complete	Complete. This action has been removed.
		⚠️ Slippage	Undertake process mapping and identify and implement related improvements.	31/03/25	31/03/26	Slippage has previously reported to Committee. New delivery date set.
		⚠️ Slippage	Maximise use of Talentlink system in relation to contracts.	31/12/24	31/03/26	As above.
CMTE / PR009	Continue to progress projects that support the modernisation of the Council.	✅ Complete	Report on the progress against the actions identified in the ICT and Digital strategies.	31/07/24	Complete	This action has been removed from the action plan.
		▶️ Ongoing	Develop a Digital and Customer Service Strategy.	31/10/24	-	New approach to developing a Digital and Customer Services Strategy previously approved by Committee. Revised action in the Committee Plan 25/26 to reflect this. This is an ongoing action following Council approval to fund the Digital Office.
		⚠️ Slippage	Carry out a Digital Maturity exercise to benchmark the Council's position against peer authorities.	31/03/25	30/11/26	
		▶️ Ongoing	Consider options to optimise use of Council buildings.	31/03/25	-	This is an ongoing action with reports to the Programme Board, CMT and the Environment and Regeneration Committee.

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

Ref	Original Action	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual Refresh 2024/25: Key points
						As such, it will not be reported separately in the P&R Committee Plan.
CMTE / PR0010	Refresh the key Inverclyde Council governance documents.	Not started	Renewal of the Financial Regulations.	31/03/26	31/03/26	Both actions were scheduled to be delivered by 2026 and will continue in the refreshed Committee Plan.
		Not started	Renewal of the Standing Orders for contracts.	31/03/26	31/03/26	
CMTE / PR011	Review, prioritise and deliver key actions within the Communication and Engagement Strategy.	Complete	Analyse performance against strategy.	30/06/24	Complete	Complete.
		Complete	Review Strategy, identify priority actions for delivery in 2024/25 and progress delivery, including: • review of templates for Service use in graphic design • Confirm corporate approach to tourism. • Creation of basic dashboards and monitoring.	31/03/25	Complete	Complete. New actions relating to the Communication and Engagement Strategy with a focus on social media protocol, tourism and a communications action plan have been added for 2025/26.

Policy and Resources

COMMITTEE DELIVERY AND IMPROVEMENT PLAN 2023/26

ANNUAL REFRESH 2025/26

Inverclyde
council

Policy and Resources 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 Services that report to the Policy and Resources Committee 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.

Overview

This Plan encompasses the Organisational Development, Policy and Communications Service, Finance Service and Legal, Democratic, Digital and Customer Services which deliver the key functions of:

Organisational Development, Policy and Communications	Organisational Development, Human Resources, Employee Development, Corporate Health and Safety, Payroll, Workforce Planning, Corporate Communications, Corporate Policy, Performance Management, Community Planning, Corporate Equalities
Finance Service	Strategic Finance, Directorate Finance and Accountancy, Budgeting, Statutory Group Accounts, Creditors, Insurance, Treasury Management, Council Tax Services, Revenues, Debt Recovery, Housing Benefits, Discretionary Payments

Legal, Democratic, Digital and Customer Services	Legal Service, Administration, Licensing, Litigation, Contracts & Conveyancing, Courts, Members Services and Support, Committee support, Community Council liaison, Election Management, Information Governance, Customer Services, Customer Contact Service, ICT Strategy, Operation and Support, Modernisation, Registration Services, Internal Audit, Risk Management

The Delivery and Improvement Plan sets out how the Council Plan priorities will be delivered via 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 the Council Plan
1.	Strategic Planning Further embed the new strategic planning and performance management arrangements to support the delivery of the Council Plan 2023/28.	Deliver an Annual Briefing on the Council Plan 2023/28. Develop new ways to communicate and promote the Council Plan 2023/28 and Strategic Needs Assessment. **Lead Officer:** Head of OD, Policy and Communications	31/10/25 31/03/26	The strategic planning framework is strengthened, with evidence of a strong 'Golden Thread', supporting the delivery of Council priorities.	All Council Plan outcomes

PLACE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
2.	Partnership Plan Embed the Partnership Plan 2023/33 governance, delivery and reporting framework across the Alliance partners.	Review the Inverclyde Alliance reporting framework (following completion of a full cycle). Review and establish Partnership Plan KPIs. Review the Inverclyde Alliance Delivery Groups. **Lead Officer:** Corporate Policy, Performance and Partnership Manager	30/09/25 30/09/25 31/12/25	Partnership working brings renewed added value, and a governance and performance management framework is in place to support the delivery of partnership priorities and improved outcomes for our communities.	Our communities are thriving, growing and sustainable

PERFORMANCE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
3.	Budget A Budget and Council Tax level for 2026/27 will be approved.	Development of a Revenue Budget for 2026/27 and Capital Programme for 2026/29 via: • Budget Strategy presented to Policy and Resources Committee. • Development of savings • Settlement due • Approval of Council Budget **Lead Officer:** Chief Financial Officer	31/03/26 31/08/25 30/11/25 31/12/25 31/03/26	There is greater certainty around Council finances including Council tax income, allowing services to plan more effectively.	High quality and innovative services are provided, giving value for money
4.	Replacement of FMS Report options for the replacement of the current Finance System, due to become unsupported from 31.03.28.	Develop options for Committee to consider, including estimated financial implications. Award of contract Contract start Implementation complete Parallel run complete	30/09/25 31/03/26 31/03/26 30/07/27 31/03/28	The system meets current requirements and integrates with other key systems, delivering improved efficiency.	High quality and innovative services are provided, giving value for money

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
		System is fully live **Lead Officer:** Chief Financial Officer	31/03/28		
5.	<u>People and Organisational Development Strategy (POD) 2024/27</u> Delivery of the Year 2 actions within the People and Organisational Development Strategy 2024/27.	Focus on reducing sickness absence across the organisation by capturing the learning from the 'hot spot' exercise and rolling out best practice.	31/03/26	Workforce planning and management of change is facilitated by the effective use of employees.	Our employees are supported and developed.
		Evaluate the impact of the new Mentoring Scheme and review future arrangements.	31/12/25	Employees will be supported with improved skills and knowledge to deliver corporate initiatives.	
		Deliver the Employee Awards 2025 and work with HSCP to amalgamate employee awards from 2026	31/12/25		
		Support the achievement of professional qualifications within the workforce and implement an improved approach to mandatory training courses.	31/03/26		
		Continue to scope out the review of the Conditions of Service, including the potential impact of pay settlements and notice periods.	31/03/26		
		Conduct an Employee Survey.	31/12/25		
		Assess the impacts of hybrid working. *(Annual Audit Action 2023/24)*	30/06/25		

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
		Lead Officer: Head of OD, Policy and Communications			
6.	<u>HR and Payroll System</u> Implement an upgrade to the Human Resources and Payroll system.	Commence communications plan. Upgrade completed by provider, receipt of employee training and manuals and commence associated testing. Conduct parallel pay runs and complete implementation. Complete rollout of training and user guides across services. **Lead Officer:** Head of OD, Policy and Communications	31/05/25 30/06/25 31/08/25 30/09/25	More efficient processes that result in improved customer service.	High quality and innovative services are provided, giving value for money.
7.	<u>HR, OD& Payroll Processes</u> Update and improve Human Resources, Organisational Development and Payroll processes	Implement changes in response to requirements of Disclosure Scotland including promotion across services, changes to recruitment processes, updating information for prospective employees and recruiting managers and adoption of new recording systems. Undertake process mapping and identify and implement related improvements.	31/03/26 31/03/26	More efficient processes that result in improved customer service.	High quality and innovative services are provided, giving value for money.

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
		Review and improve our approach to contracts. **Lead Officer:** Head of OD, Policy and Communications	31/03/26		
8.	<u>Modernisation of the Council</u> Continue to progress projects that support the modernisation of the Council.	Delivery of the Digital and Customer Service Strategy phase 1 action plan. Carry out a Digital Maturity exercise to benchmark the Council's position against peer authorities. Assess the impact (time, cost and quality) of digital modernisation investment. (*Annual Audit action 2024/24*) **Lead Officer:** Chief Executive / Head of Legal, Democratic, Digital and Customer Services	31/03/25 31/03/26 30/09/25	Efficiency and effectiveness of the Council's services is improved along with improved customer/citizen experiences.	High quality and innovative services are provided giving value for money.
9.	<u>Governance Documents</u> Refresh the key Inverclyde Council governance documents.	Renewal of the Financial Regulations Review of Standing Orders for Contracts **Lead Officer:** Chief Financial Officer/ Head of Legal, Democratic, Digital and Customer Services	31/03/26 31/03/26	The Council can clearly demonstrate that it is operating in a transparent and accountable manner.	High quality and innovative services are provided, giving value for money.

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
10.	Communication and Engagement Strategy Review, prioritise and deliver key actions	Review and update the media and social media protocol. Carry out a social media audit and develop a new social media strategy. Support the development of a Tourism Strategy. Develop and implement a communications action plan based on committee and service improvement plans, identifying and prioritising communications activity. **Lead Officer:** Corporate Policy, Performance and Partnership Manager	30/09/25 31/03/26 31/03/26 30/09/25	A consistent approach is in place across the Council.	High quality and innovative services are provided, giving value for money.
11.	Transformation 2025/27 **(NEW)** Plans for future service delivery are shaped by the national transformation agenda.	Review the Council's Delivering Differently programme. Establish a Transformation group to develop ideas and actions. Briefing for Elected Members on the Transformation programme. Identify opportunities for the organisation arising from the SOLACE local government transformation programme.	30/09/25 30/09/25 30/09/25 31/03/26	Challenges and pressures relating to the workforce, financial sustainability and sustainable service delivery challenges are reduced.	High quality and innovative services are provided, giving value for money.

Policy and Resources Annual Report Schedule

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

- Annual Report & Accounts
- Treasury Annual Report
- Governance of External Organisations
- Freedom of Information Annual Report
- Complaint Handling Annual Report
- RIPSA Annual Report
- Data Protection Annual Report
- Workforce Information Activity Annual Report
- People & Organisational Development Annual Report
- Equality Mainstreaming Report 2025, Equality Outcomes and the Equal Pay Statement (every two years)

Policy and Resources: Policy & Strategy Review Register

The Policy and Strategy review register brings together all the policies and strategies due to be reviewed by Legal, Digital, Democratic and Customer Services; Organisational Development, Policy and Communications and the Finance Service over the period 2024/2026.

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 due:
People and Organisational Development Strategy	Service Manager	OD&HR	Reported 26.03.24	March 2027
Treasury Policy Statement	Chief Financial Officer	Finance	Reported 26.03.24	March 2028
Discretionary Non-Domestic Rates Relief	Service Manager	Revenues and Benefits	Reported 04.06.24	June 2028
Code of Conduct (Employees)	Service Manager	OD&HR	Reported 04.06.24	June 2029
Confidential Reporting Policy (Whistleblowing)	Service Manager	OD&HR	Reported 04.06.24	June 2029
Dignity and Respect at Work Policy	Service Manager	OD&HR	Reported 04.06.24	June 2029
Grievance Policy	Service Manager	OD&HR	Reported 04.06.24	June 2029
Domestic Abuse Policy	Service Manager	OD&HR	Reported 04.06.24	June 2029
Equality and Diversity	Service Manager	OD&HR	Reported 04.06.24	June 2029
Violence, Managing Aggression and Lone Working in the Workplace	Team Leader	Health & Safety	Reported 04.06.24	June 2029
Financial Strategy 2024/34	Chief Financial Officer	Finance	Reported 05.12.24	June 2025
Policy for the retention and disposal of documents and records, paper and electronic	Legal Services Manager	Legal (Information Governance)	Reported 25.03.25	March 2029

Name of Policy / Strategy	Lead Officer	Service Area	Status	Next review due:
Short Term Lets Policy	Legal Services Manager	Legal (Licensing)	Reported 28/11/24	When necessary
ICT Strategy	Service Manager	ICT & Customer Services	Interim strategy approved 18.11.24	These no longer sit as a separate Strategy but are part of the Digital & Customer Services Strategy.
Digital Strategy	Service Manager	ICT & Customer Services	Interim strategy approved 18.11.24	
Discipline Policy	Service Manager	OD&HR	Reported 04.02.25	February 2030
Overpayment of Wages	Service Manager	OD&HR	Reported 19.11.24	November 2029
Recruitment & Selection Policy	Service Manager	OD&HR	Reported 19.11.24	November 2029
Redeployment Policy	Service Manager	OD&HR	Reported 17.09.24	September 2029
Relocation Policy	Service Manager	OD&HR	Reported 19.11.24	November 2029
Supporting Employee Attendance Policy	Service Manager	OD&HR	Reported 17.09.24	September 2029
Anti Fraud, Corruption and Irregularity Policy	Chief Internal Auditor	Internal Audit	Reported 07.01.25	January 2028
Sexual Entertainment Policy	Legal Services Manager	Legal (Licensing)	Consultation extended until 11 April. The Policy will be considered by the GPB on 14 May 2025	
Unacceptable Actions Policy	Legal Services Manager	Legal (Information Governance)	Reported 25.03.25	March 2030
Policy and Procedures for Authorisation of Covert Surveillance and Covert Human Intelligence Services (RIPSA)	Legal Services Manager	Legal (Information Governance)	Reported 19.11.24	November 2025
Petitions Criteria	Legal Services Manager	Legal (Committee Services)	Reported 25.03.25	March 2030
Licensing Board Gambling Policy Statement	Legal Services Manager	Legal (Licensing)	Reported 06.03.25	April 2028
Reservist Policy	Service Manager	OD&HR	Reported 04.02.25	February 2030

Name of Policy / Strategy	Lead Officer	Service Area	Status	Next review due:
Infection Control	Team Leader	Health & Safety	Reported 04.02.25	February 2030
First Aid	Team Leader	Health & Safety	Reported 19.11.24	November 2029
Moving and Handling	Team Leader	Health & Safety	Reported 04.02.25	February 2030
Workplace Transport and Occupational Road Risk	Team Leader	Health & Safety	Reported 19.11.24	November 2029

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
Pension & Retirement Policy	Service Manager	OD&HR	November 2025
Voluntary Severance Policy	Service Manager	OD&HR	November 2025
Construction Design and Management Regulations	Team Leader	Health & Safety	November 2025
Smoke Free Policy	Team Leader	Health & Safety	November 2025
Capital Strategy 2025/35, Treasury Management Strategy Statement & Annual Investment Strategy 23/24-26/27	Chief Financial Officer	Finance	March 2025 (full Council April 2025)
Information Classification Policy	Legal Services Manager	Legal (Information Governance)	March 2025
Financial Strategy	Chief Financial Officer	Finance	June 2025
Performance Management Framework	Service Manager	Corporate Policy,	September 2025

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
		Performance and Communications	
Acceptable Use of Information Systems Policy	Legal Services Manager	Legal (Information Governance)	November 2025

2026

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

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Discretionary Housing Payment	Service Manger	Revenues and Benefits	February 2026
Reserves Policy	Chief Financial Officer	Finance	April 2026
Data Protection Policy	Legal Services Manager	Legal (Information Governance)	May 2026
Records Management Policy	Legal Services Manager	Legal (Information Governance)	August 2026
Flexible Working Policy	Service Manager	OD&HR	September 2026
Risk Management Strategy	Head of Legal, Democratic, Digital and Customer Services	Legal (Information Governance)	November 2026

Corporate Debt Policy	Service Manger	Revenues and Benefits	December 2026

Policy and Resources Key Performance Indicators

The performance of these key performance indicators will be monitored 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				
Total useable reserves as a % of Council annual budgeted income (LGBF)	23.7%	17%	20.8%	Due November 2025	🔴	22%	2023/24 target = 27% Family group average = 24.9% National average = 23.9%.	Annual
Uncommitted General Fund Balance as a % of annual budgeted net revenue (LGBF)	2.3%	3.5%	2%	Due November 2025	✅	1.75%	2023/24 target = 2% Family group average= 1.6% National average = 2.3%.	Annual
Ratio of Financing Costs to Net Revenue Stream (LGBF)	10.2%	9.7%	0.4%	Due November 2025	✅	7.8%	2023/24 target = 9.5% Family group average = 4.1% National average = 5.8%.	Annual
Actual outturn as a % of budgeted expenditure	99.4%	98%	100.4%	Due November 2025	✅	99.5%-100.5%	2023/24 target = 99.5% Family group average = 99.7% National average = 99.6%.	Annual
Gender pay gap (LGBF)	6.6%	4.4%	4.16%	Due Sept 2025	✅	4%	2023/24 target = 6% Family Group: 2% National average: 2.5%	Annual
Percentage of the population with an active Community Council	62.95%	62.95%	84.72%	84.72%	🔴	100%	2024/25 target = 100% 2023/24 figure is based on 2022 population figure and is the	Annual

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
							position following February 2024 Community Council elections.	
Number of RIDDOR incidents (Reporting of injuries, diseases and dangerous occurrences regulations 2013) per 100,000 employees	281	290	422	501	🔴	442	* While a target of zero RIDDOR incidents is the aim, this can encourage nonreporting of incidents which can result in failure to meet our legal requirement to report.	Annual
Employee turnover	10.09%	11.6%	13.1%	11.1% (as at Q3)	✅	12%	2024/25 target = 12% Data presented represents year to date up to end of quarter 3 and is subject to change.	Six monthly
Corporate training courses attended	211	549	575	357 (as at Q3)	🔴	600	2024/25 target = 500 Data presented represents year to date up to end of quarter 3 and is subject to change.	Six monthly
Number of properties in receipt of Empty Property Relief	-	187	240	241	📈	📈	These KPIs are both 'data only' as performance is influenced by wider economic conditions that are outwith the control of the Council.	Quarterly
Value (£) of Empty Property Relief	-	£303,665	£308,508	£500,125	📈	📈		Quarterly
Council Tax in year collection level	95.5%	95.9%	94.7%	94.8%*	🔺	95%	2024/25 target = 95% *Draft out-turn subject to audit	Quarterly
Percentage of invoices sampled that were paid within 30 days	95.5%	96.15%	96.08%	96.34%	✅	95.5%	2024/25 target = 95.5%	Quarterly
Sickness absence (total number of FTE days lost)	8.3 days	11.1 days	11.3 days	9.14 days (as at Q3)	🔺	9 days	2024/25 target = 9 days	Quarterly

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	**2022/23**	**2023/24**	**2024/25**				
							Data presented represents year to date up to end of quarter 3 and is subject to change.	
Society for Innovation, Technology and Modernisation (Socitm) accessibility score (Council website)	March 2022 90 (excellent)	March 2023 94 (excellent)	March 2024 95 (excellent)	March 2025 96.3 (Excellent)	✅	95	2024/25 target = 95	Quarterly
% of Freedom of Information and Environmental Information Regulations requests that were responded to within statutory timescales	2021 80%	2022 91%	2023 93.9%	2024 93.8%	✅	92%	2024 target = 92% Full year data is reported annually to P&R Committee	Quarterly
Number of complaints received per 1,000 population	4.1	4	3.7	3.6	✅	4	2024 target = 4	Quarterly
The number of data breaches notified to the Information Commissioner's Office (ICO)	3	2	1	3	🔴	2	2024/25 target = 2	Quarterly
Percentage of transactions dealt with through the Council's Customer Service Centre portal that are digital	2021 66%	2022 71%	2023 67%	2024 66%	🔴	2025 75%	2024 target = 75%	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)

Policy and Resources 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	Chief Financial Officer	There is a financial risk that 2025/26 will be challenging for the Committee to remain within its Revenue Budget.	• Scottish Government Financial Settlements not keeping pace with inflation or demographic pressures • Ring Fencing • Legislative and demographic pressures • Real term reductions in Capital grant whilst assets require significant investment	• Service reductions • Potential for compulsory redundancies • Impact on delivery of key projects • Council strategic priorities not delivered	4	4	16	10 year financial strategy Annual refresh of savings options and workstreams Monitoring and reporting of Treasury / Capital Management strategy Budget setting and monitoring and in service budget management Debt collection policies Corporate Asset Management Strategy CMT review of savings delivery and key financial data Embedded budget process with Trades Unions Sharing of best practice with Directors of Finance section	

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
Inappropriately resourced or resilient workforce	Head of OD, Policy and Communications	The risk is that there is a failure to ensure there is an appropriate resourced and resilient workforce in place to meet future organisational needs	• Skillset availability - smaller pool to draw from with national shortages in some professions e.g. planning officers, environmental health • Lack of upskilling and development of workforce, particularly with specific skill sets where there are identified gaps • Aging workforce • Pay disparity between other local authorities • Perception and attractiveness of working for the council and location fails to attract new recruits • Expectations of terms and conditions, particularly from candidates moving from the private sector fail to attract new staff • Competition for candidates where preferred candidate accepts a different post • Inconsistent approach to succession planning • Increasing sickness absence	• Single points of dependency or failure within workforce • Capacity stretch on existing workforce • Disengagement, morale issues with existing workforce • Impact on quality or continuity of service delivery • Missed regulatory or reporting deadlines • Lack of capacity to develop or improve a new idea / project • Reputational impact	4	4	16	Flexible working policy Accessible platforms used to advertise roles Additional promotion and recruitment activities used for advertising certain roles Use of modern apprenticeship and graduate training schemes Disability Confident Scheme Positive Conversations with staff to identify aspirations and training needs External training opportunities through local college Inhouse training opportunities Opportunities for paid professional qualifications Succession and workforce planning Increased access to absence monitoring information Investment in employee wellbeing and engagement Armed Forces Covenant People and Organisational Development Strategy	Conditions of Service & Pay & Grading Review

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
							 	Employee benefits	
								Refreshed suite of HR policies and procedures	
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.	• Poor selection process • Poor quality or small pool of suppliers / partner • Services provided are ceased	• Impact on quality and/or resilience of service delivery • Financial impact to source new or more expensive options • Reputational impact	3	3	**9**	Tender process	
								Major partnership board presence	
								Regular reporting	
								Financial governance reviews	
								Contract Strategy	

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