

<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b> 21 May 2013
<b>Report By:</b>	<b>Aubrey Fawcett</b>	<b>Report No:</b> PR/091/13/AF/JB
<b>Contact Officer:</b>	<b>Jan Buchanan</b>	<b>Contact No:</b> 01475 712225
<b>Subject:</b>	<b>Environment, Regeneration &amp; Resources Corporate Directorate Improvement Plan 2013 - 2016</b>	

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## **1.0 PURPOSE**

- 1.1 The purpose of the report is to seek approval for the Corporate Directorate Improvement Plan for the Environment, Regeneration and Resources Directorate for the period 2013 – 2016.

## **2.0 SUMMARY**

- 2.1 In line with the Council's Strategic Planning and Performance Management Framework the attached Plan provides the focus for the strategic direction and key programmes, actions and improvements which will be delivered by the Directorate between 2013 and 2016. The Plan covers directorate activities which fall under the direction of both the Environment and Regeneration Committee and the Policy and Resources Committee.
- 2.2 Over the coming years, the Directorate will face challenges in delivering the Inverclyde Alliance's vision for Inverclyde, none more so than addressing the continued significant downturn in local and global economies and the decline in local population. The Directorate will also assist in the organisational transformation of Inverclyde Council. In this regard the Directorate will help deliver a future where:
- Inverclyde is seen as an area of outstanding success with significant physical, economic, cultural and social attributes
  - The 'gap', in terms of learning, attainment and prosperity, between other more successful areas and those currently in need, has significantly narrowed
  - We have confident and cohesive communities where people are actively engaged in the regeneration of their areas
- 2.3 The Improvement Plan has been developed within a range of national policies and legislation whilst recognising local issues and established policies and strategies. In addition, individual service Statements have been developed which are available for Members' review through the Council's website.
- ## **3.0 RECOMMENDATIONS**
- 3.1 Members are asked to approve the Environment, Regeneration & Resources Directorate Improvement Plan 2013 – 2016 as outlined in Appendix A.
- 3.2 Members are asked to note the Service Statements for Environment, Regeneration & Resources Directorate as outlined in Appendix B.

**Aubrey Fawcett**  
**Corporate Director**  
**Environment, Regeneration & Resources**

## 4.0 BACKGROUND

- 4.1 The Environment, Regeneration & Resources Directorate Improvement Plan 2013 – 2016 has been developed in accordance with the guidance approved by Members for the preparation of the Corporate Directorate Improvement Plans (CDIPs).
- 4.2 The Directorate's previous plan activities have been reviewed and attention has been given to identifying improvements within overall service delivery. In addition, each of the current six Service areas has developed Service Statements, which contain a description of the services provided and indication of the service standards expected. These are accessible through the Council's website and are attached in Appendix B for Members' information.

## 5.0 PROPOSALS

- 5.1 It is proposed that Members approve the appropriate elements of the Environment, Regeneration & Resources Directorate Improvement Plan 2013 – 2016 as outlined in Appendix A which specifically relate to the relevant committee and in the main are aligned with the Service areas as follows:

**Environment and Regeneration Committee**

Property Assets and Facilities Management

Environmental and Commercial Services

Regeneration and Planning

**Policy & Resources Committee**

ICT

Finance Service

Legal and Democratic Services

- 5.2 Members are asked to note the Service Statements for Environment, Regeneration & Resources Directorate as outlined in Appendix B.

## 6.0 IMPLICATIONS

- 6.1 **Financial Implications – One off Costs**

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Directorate Budget Lines		20013/15			

**Financial Implications – Annually Recurring Costs/ (Savings) – none in addition to those previously advised.**

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

- 6.2 **Human Resources and Legal Services:** The Heads of Legal Services and Organisational Development and Human Resources have been consulted on this report.
- 6.3 **Equalities:** All related equality issues will be appropriately considered in relation the proposals identified above.
- 6.4 **Repopulation:** It is envisaged that some of the improvements and actions identified within the Plan will contribute to stabilising and growing the Inverclyde population.

## 7.0 CONSULTATION

- 7.1 The Corporate Management team has reviewed all three CDIPs.

# Environment Regeneration & Resources Corporate Directorate Improvement Plan

2013-16



Inverclyde  
council

**This document can be made available in other languages, large print, and audio format upon request.**

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔



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# 1 Introduction

1.1 On behalf of the Environment Regeneration and Resources Directorate, I am delighted to present our Directorate Improvement Plan for 2013 -16. The Directorate Improvement Plan is an integral part of the Council's strategic planning and performance management framework. It assists in shaping the strategic direction and key programmes, actions and improvements which the Environment, Regeneration and Resources Directorate will deliver in the period up to 2013-16.

1.2 Over the coming years, the Directorate will face challenges in delivering the Inverclyde Alliance's vision for Inverclyde, none more so than addressing the continued significant downturn in local and global economies and the decline in local population. The Directorate will also assist in the organisational transformation of Inverclyde Council. In this regard the Directorate will help deliver a future where:

- Inverclyde is seen as an area of outstanding success with significant physical, economic, cultural and social attributes
- The 'gap', in terms of learning, attainment and prosperity, between other more successful areas and those currently in need, has significantly narrowed
- We have confident and cohesive communities where people are actively engaged in the regeneration of their areas

1.3 In particular we will support major Initiatives including:-

- Roll out various initiatives aimed at stabilising the local population
- Our physical assets and resources are efficiently and effectively managed
- Our governance and administrative arrangements are appropriate for a 21<sup>st</sup> century customer facing organisation
- We continue to implement the Flood Prevention Plan
- We will implement the Roads Asset Management Plan
- Our recycling performance meets the Scottish Government recycling targets
- We are implementing changes introduced through the Welfare Reform Act
- Implementation of the School Estate Strategy continues, the new Port Glasgow Community Campus and refurbished St Columba's High School and Mearns Centre due for delivery in 2013 and refurbishment of Ardgowan Primary School due to commence.
- Implementation of the Office Rationalisation programme with work starting in Wallace Place, former Central Library and Port Glasgow Officers refurbishment in 2013
- Development of the Depot Rationalisation programme continues, with work continuing at Pottery Street and commencing at Kirn Drive 2013.

1.4. We will lead and support significant regeneration and area renewal initiatives with external partner organisations namely, Riverside Inverclyde, and other organisations in the Inverclyde Alliance. We will also work alongside other Directorates and Partners to drive forward the delivery of Inverclyde's Community Plan, the Single Outcome Agreement and the Council's Corporate Statement. We will implement the changes introduced through the Welfare Reform agenda supporting the Registered Landlords and community during the transition. We will continue to look at areas where we can share services with neighbouring local authorities and third sector organisations in order to delivery further efficiencies and protect front line services.

1.5. This is a three year plan, which will support the delivery of the Corporate Statement Getting It Right For Every Child, Citizen and Community. With the help of our partners we will review the plan on an annual basis to ensure the actions contained in it are still relevant to deliver the wellbeing indicators to support the vision – Safe, Health, Achieving, Nurtured, Active, Respected & Responsible and Included - SHANARRI.

I hope the information contained within this Plan gives you an insight into the work of the Environment Regeneration, and Resources Directorate.



**Aubrey Fawcett Corporate Director, Environment Regeneration and Resources**

## **2 Strategic Overview of the Directorate**

2.1 The primary role of Environment, Regeneration and Resources Directorate is to bring together those services that support the regeneration of the area together with those that deal with the development and maintenance of the Council's physical assets and infrastructure to promote integrated working and enhance service delivery. To lead and deliver modernisation and continuous improvement across the organisation enabled through robust financial planning and management.

2.2. The Directorate is committed to delivering high quality professional and efficient services which are responsive to our customers' needs. To achieve a high standard of customer care and satisfaction through the effective delivery of our services and to deliver best value services to the Council and local stakeholders which provide positive outcomes for our customers. We will continue to listen and respond to our customers ensuring continuous improvement whilst maintaining and building upon strong working relationships with our customers and communities.

2.3. The Directorate is made up of 6 services however an approved management restructure will reduce this to 4 services with ICT becoming part of the Finance Service, Legal and Democratic Services merging with Property Assets and Facilities Management moving to the Environmental and Commercial Service. This restructure will be fully implemented by 31 March 15 to deliver budgeted efficiency savings.

2.4 The Directorate Management Structure below details the responsibilities within the current structure. More details of each Service remits and contact details can be found at the following links.

Finance Service

Legal and Democratic Services

Property Assets and Facilities Management

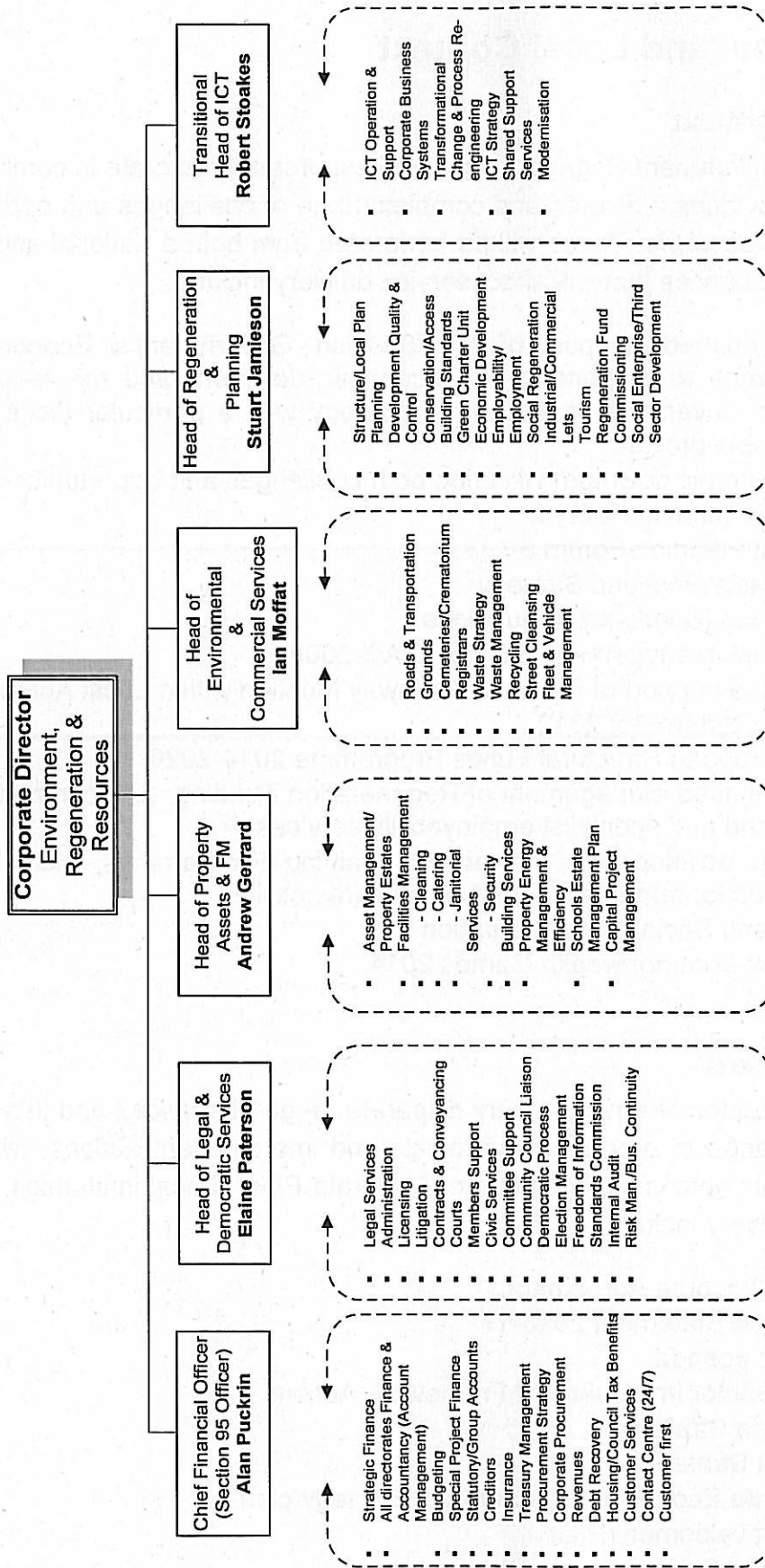
Environmental and Commercial Services

Regeneration and Planning

ICT



# Environment, Regeneration & Resources Management Structure



### **3 National and Local Context**

#### **National Context**

3.1 The Environment Regeneration and Resources Directorate in common with other directorates faces a diverse and complex range of challenges and opportunities over the next three years. These will be generated from both a national and a local level. National influences that will affect service delivery include:

- The continued support of the Scottish Government's Economic Recovery Programme to respond to the economic downturn and the re-shaping of the Scottish Government's Economic Strategy with a particular focus on increased sustainable growth.
- The economic downturn will bring both challenges and opportunities.
- Scottish Planning Policy 2
- National Planning Forum 3
- Zero Waste Scotland Strategy
- The Waste (Scotland) Regulations
- Flood Risk Management (Scotland) Act 2009
- Continued support of Business Gateway function within Local Authorities.
- Welfare Reform Act 2012
- New European Structural Funds Programme 2014-2020
- The continued management of Regeneration Funding, with contracted delivery of end to end and specialist employability services.
- Ongoing development of National Training Programmes, including additional resources for targeted Youth Employment activity.
- Health and Social Care Integration
- Glasgow Commonwealth Games 2014.

#### **Local Context**

3.2 The Directorate covers a very disparate range of services and this is reflected in the wide range of programmes/projects and improvement actions, which link to all five strategic outcomes listed in the Corporate Plan. Local influences that will affect service delivery include:

- Single Outcome Agreement.
- Corporate Statement 2013-17
- Equality agenda.
- Public Sector Improvement Framework Actions
- Play Area Strategy.
- Tourism Strategy
- Inverclyde Economic Regeneration Strategy/plan
- Local Development Plan
- Inverclyde Council Waste Strategy
- Community Learning and Development and Community Engagement Strategies.

- Parking Strategy
- Inverclyde Employability and Inclusion Programme
- Inverclyde Youth Employment Action Plan
- Inverclyde Community Benefits programme.
- Council Financial Strategy
- Schools Estate Strategy.
- Customer Service Strategy
- Office Rationalisation Programme
- Depot Rationalisation Programme
- Citizens' Panel Results
- Business Continuity Planning and Risk Management
- External funding – Coastal Communities and Heritage Lottery Fund.
- Roads Asset Management Plan
- Local Transport Strategy
- ICT Strategy
- The development and implementation of the Council's Internal Audit Plan

3.4 These influences will impact on the work of the Directorate in the following key areas:

- The ongoing redevelopment of Inverclyde in partnership with Riverside Inverclyde and Registered Social Landlords.
- The operational governance arrangements for the Regeneration Fund and its ongoing implementation.
- The completion and ongoing implementation of the Council's Asset Management Plan.
- The Central Gourock and Port Glasgow Development projects
- Completion of the Strategic Leisure Sites strategy
- Improved linkages between social, cultural, economic and physical regeneration in Inverclyde.
- The implementation of the Risk Management Strategy
- Continued development of shared services

## 4 Customer Focus

4.1 The customer base of the Directorate is varied and wide. It includes all Inverclyde citizens, businesses, third and public sector partners, children and their parents as well as Registered Social Landlords (RSLs) In addition, the Directorate also provides support to colleagues within the Council through the functions of Finance, ICT, Legal and Property Assets and Facilities Management.

4.2 Customer engagement takes place through a number of formal and informal routes. In some areas such as the preparation and production of the Local Development Plan there is a statutory obligation to consult with developers and



consultants as well as other public sector and third sectors organisations. This is done through correspondence and meetings.

4.3. There are regular meetings with the business community to promote business support products and employability opportunities, presentations delivered to local architects and surveyors on changes to planning and building legislation. Face to face engagement with Community Council and school children to inform the planning of play areas. For all major schools projects extensive consultation takes place with staff, parents and pupils. Waste Collection has been consulting with local residents in advance and their views taken on board when designing new services such as food waste collection services. There are a number of planned presentations and information sessions in respect of the overall waste strategy and regular feedback is encouraged and acted on. Regular presentations and meetings take place with RSLs and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction, this is particularly important as the changes introduced by the Welfare Reform Act 2012 are implemented. Every two years there is a citizens panel which provides feedback on service across the whole Directorate. The Customer Service Strategy has also highlighted plans to conduct surveys and questionnaires to provide feedback from the community.

## **5 Equality**

5.1 The Environment, Regeneration and Resources Directorate is committed to ensuring equality of opportunity in everything that it does. The Head of Education chairs the Corporate Equality Group, which takes the lead in ensuring the Council meets its duties under the Single Equality Act 2010.

5.2 Services carry out Equality Impact Assessment on any new or significantly changing policies, strategies and procedures, as well as on budget savings. EIAs completed or planned by the Directorate include:

- Inverclyde Core Paths Plan (completed)
- Inverclyde Economic Regeneration Strategy (completed)
- Inverclyde Local Development Plan:  
Main Issues Report (MIR) and post MIR (completed)
- Inverclyde Local Development Plan:  
Proposed Plan (pending)
- Customer Service Strategy (completed)

## **6. Environmental Sustainability**

6.1 Environmental Sustainability is a key consideration across the Directorate both internally and externally. Through the Carbon Management team the directorate is educating employees on the importance of recycling office waste, importance of turning off monitors and heating when not in the office. There is a sustainability assessment carried out by procurement for all goods and services over £50k.

6.2 Considerable efforts within the Environmental and Commercial Services are contributing to the Council's and Scotland's sustainability strategies through a number of service areas such as recycling and waste reduction initiatives, newer, cleaner less polluting vehicles, lower energy street lighting and reduced impact road and pavement repairs.

6.3 ICT have introduced a number of initiatives to reduce the Council's energy consumption and therefore reduce our Carbon footprint including energy efficient PCs and servers along with Night Watchman which is an automatic scheduled shutdown. Planned work in the data centre includes reducing the number of servers with energy efficient lighting and fewer and more energy efficient air conditioning unit.

6.4 Property Assets and Facilities Management works towards improving the sustainability of the Council's Property Estate in a number of ways including improving the energy efficiency and water use in buildings, incorporating energy generation in projects, specifying timber from sustainable sources and making waste reduction plans compulsory for Council building contracts

## **7. Risk Management**

7.1 The management of risk is an integral part of the Directorate with service and corporate risks being reviewed and updated on a regular basis. A copy of the latest Directorate Risk Register is attached at Appendix 1.

Risk is focused around four key areas:-

- ❖ Financial
- ❖ Reputation
- ❖ Legal and Regulatory
- ❖ Operational and business continuity

7.2. There are key controls in place across the Council to manage the financial risks. As the Council's budget is reduced and more demands placed on services robust financial monitoring is required to ensure service delivery remains effective whilst delivering value for money. In addition to monthly financial reporting to CMT and reporting to Committee the long term financial strategy is reviewed and approved

every six months by CMT and Council. Our approved three year budget will also provide the timescales to deliver the planned budget reductions.

## **8. Competitiveness**

### **Directorate Competitiveness Statement**

8.1 As part of its requirement to demonstrate Best Value the Environment, Regeneration & Resources Directorate requires to set out its approach to the Competitiveness agenda as part of the Corporate Directorate Improvement Plan.

8.2 Competitiveness is a complex area and is not simply an issue of delivering services for the least cost. Benchmarking of both cost, quality and performance will however play a key part in the on going assessment carried out by Services which make up the Environment Regeneration & Resources Directorate. In addition market testing is carried out within Environment & Commercial Services and Property Assets & Facilities Management Services.

8.3. The recently issued Solace/Improvement Service benchmarking information will also inform areas where the Directorate will focus attention to carry out further detailed internal analysis in addition to learning from higher performing Councils.

8.4 There are six Solace Indicators within the Directorate which are in the 4<sup>th</sup> quartile, it is intended that during the period of this plan to improve recording and reporting data and examine if there are ways to improve performance. These will be monitored and reviewed through the performance indicators at appendix 1, or as a specific action in the directorate plan.

8.5. A number of Services already participate in well established benchmarking groups such as:

- a) ICT Services – SOCITIM
- b) Environmental & Commercial Services – APSE, SCOTS
- c) Property Assets & Facilities Management – APSE
- d) Finance Services – CIPFA, Treasury Management Forum, PCA
- e) Regeneration and Planning SLAED

8.6 In addition, all Services within the Directorate participate in the Council's Performance Management Framework and report performance via KPI's, SPI's and participate in other informal benchmarking relationships with other Councils.

8.7 As a result of the continued pressure on Council budgets then the services within the Environment, Regeneration & Resources Directorate are delivering services at a high level of performance with less funding in real terms than previous years and this trend will continue over the next 3 year period. This clearly demonstrates improved

value for money in service delivery and officers are committed to continue to drive out efficiencies when the opportunities arise.

## **9. Corporate Improvement Groups**

9.1 The Corporate Director of Environment, Regeneration and Resources is responsible for chairing two Corporate Improvement Groups (CIG): the Asset Management CIG and the Modernisation CIG.

9.2 The Assets Management Corporate Improvement Group is responsible for the overall management of physical assets such as Properties, Roads and open spaces as well as the ICT infrastructure. It oversees three major strategic plans, the Property Asset Management Plan, the School Estate Asset Management Plan and the Roads Asset Management Plan. These Asset Plans identify the major capital investment works the Council requires to make in order to achieve its objectives and the Assets CIG monitors progress on the Capital programme, both in terms of physical progress and financial management, monitoring both the overall cost and the spend profile. The Asset CIG has a sub Group, the Capital and Asset Management Sub Group, which monitors the expenditure on the Capital Programme.

9.3. The Modernisation Corporate Improvement Group oversees a range of modernisation work programmes at a strategic level to ensure all dependencies between the work programmes are coordinated effectively. This programme of work currently includes the development of the Tri-Council ICT Shared Service, the procurement and implementation of the Council's new EDRMS, the piloting of Flexible/Home/Mobile Working methods, the implementation of other major systems and the development and implementation of the Council's Customer Services strategy.

9.4. The Modernisation CIG also oversees the Office Rationalisation Programme, as this is closely linked with the flexible working pilots and the introduction of the new EDRMS.



## 10. Directorate Resource Statement

### Resource Statement

#### Environment, Regeneration & Resources

Service	2013/14		2014/15		2015/16	
	Net Expenditure £000's	FTE	Net Expenditure £000's	FTE	Net Expenditure £000's	FTE
Director	159	1	159	1	159	1
Regeneration & Planning	4,817	43.59	4,691	43.59	4,274	40.59
Property & Facilities Management	3,656	352.64	3,316	342.04	3,159	330.44
Environmental & Commercial Services	14,328	342.24	14,107	340.24	13,760	331.24
<b>Environment &amp; Regeneration Committee Total</b>	<b>22960</b>	<b>739.47</b>	<b>22273</b>	<b>726.87</b>	<b>21352</b>	<b>703.27</b>
Finance	10088 *	129.52	4,861	127.52	4,981	125.92
ICT	2,145	38	2,176	38	2,019	36
Legal & Democratic Services	1,716	33.08	1,709	33.08	1,580	29.08
<b>Policy &amp; Resources Committee Total</b>	<b>3861</b>	<b>200.6</b>	<b>8746</b>	<b>198.6</b>	<b>8580</b>	<b>191</b>
<b>Environment, Regeneration &amp; Resources Directorate Total</b>	<b>26821</b>	<b>940.07</b>	<b>31019</b>	<b>925.47</b>	<b>29932</b>	<b>894.27</b>

Includes funding for Council Tax Reduction Scheme from Scottish Government, 14/15 and 15/16 funding not yet released.

## 11. Self Evaluation and Improvement Plan

11.1 The following Improvement Plan for the Directorate covers the 3 year period of this plan and has been developed based on robust self evaluation using both formal (such as external audit) and informal self evaluation techniques (such as service self assessment). A self evaluation toolkit containing a range of self evaluation toolkits has been developed and this will be rolled out across all services and so that self evaluation becomes further embedded in our service planning and delivery on an ongoing basis.

# Directorate Improvement Plan

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 01	Service Accountancy	Much Accountancy time is spent on retrospective reporting, little time for value added work.	Improve the budget management by budget holders whilst managing a reduction in Accountancy staff by 4 FTE	Improve systems and associated management information. Improve budget holder knowledge and increase self reliance.	Targeted reporting cycles and project support, prioritisation of ad hoc support, more tailored and bespoke system reports.	Alan Puckrin	Contained within approved resources	All SOAs indirectly but particularly SOA 8
ERR 02	Finance Related Systems	No finance system within SW/IFT	Implementation of SW/IFT Finance module.  Full on-line payment capability 24 hour access.  Reduction in face to face payments.	Pilot implemented by March 2013, full roll out programme during 2013/14.  Upgrade systems and implement new procedures by September 2015	Project plan, key milestones.  Project plan, key milestones	Lesley Bairden  Jan Buchanan	Contained within existing resources (CHCP budget).  £12,000 from existing resources.	All SOAs indirectly but particularly SOA 8



Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 03	Customer Service Centre Develop a Channel Shift Strategy	High proportion of contact is face to face	Greater on line and telephone contacts speeding up service delivery and making efficiencies..	By working with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. This will be a rolling programme over the next 3 years. Progress will be tracked through the Customer Service Action Plan.	Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels	Fiona Borthwick	Any costs will be contained in approved budgets	All SOAs indirectly but particularly SOA 8
ERR 04	Development of the Customer Service Centre	The CSC currently delivers a range of services but requires to be expanded to offer a more holistic approach to customer service in Inverclyde	Expand the range of customer service enquiries at first point of contact.	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan	Increased number of Council Services customer service issues handled by the CSC with efficiencies achieved as a result of more streamlined processes.	Alan Puckrin/Fiona Borthwick	Costs contained within existing budgets savings scored against modernisation workstream.	All SOAs indirectly but particularly SOA 8



Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 05	Manage the Welfare Reform Agenda	Significant changes commencing April 2013 requiring joint working within the Council and other parties.	Introduce and deliver the Council Tax Reduction Scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to Universal Credit	Oversight from the Project Board with regular reports to Committee on key milestones.	<ul style="list-style-type: none"> <li>Effective systems and processes in place to deliver the new processes from 01 April 2013.</li> <li>Minimal customer complaints</li> <li>Actions on milestone chart being achieved within timescales.</li> <li>Discretionary payments team staying within budget</li> </ul>	Alan Puckrin/Fiona Borthwick	Contained within existing budgets	All SOAs indirectly but particularly SOA 8
ERR 06	Procurement	Strategic Procurement Framework being delivered and achieved conformance PCA status	Deliver strategic Procurement Framework and achieve improved PCA performance.	Monitored via the Procurement Board and regular Committee updates	Continued work on the Strategic Procurement Framework which is measured at Policy and Resources Committee. Improved PCA score as measured by Scotland Excel in 2013.	Bradan Hurrell	Embedded in existing budget	SOA 8

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 07	Data Protection	Developing a suite of documents to harmonise the Council's approach to data protection	Council's approach to data protection fully developed	Develop <ul style="list-style-type: none"> <li>• Training</li> <li>• Policies</li> <li>• Procedures</li> </ul>	All employees and members having awareness raised by 2014	Head of Legal & Democratic Services	Contained within existing resources	SOA8
ERR 8	FOI Publication Scheme	Expiry of current Scheme on 30 May 2013	New Scheme in place for implementation on 31 May 2013	Develop and populate new Scheme by 30 May 2013 liaising with services as required	Completion of notification process in accordance with timescale and external monitoring of Scheme by Scottish Information Commissioner	S Lang/R McGhee	Absorbed within existing staff costs. Printing costs for paper copies to be determined	SOA 2 SOA 8
ERR 9	Community Council Liaison	Service has recently taken over Community Council Liaison role – out of date processes and procedures and gaps in knowledge.	Updated and established processes and procedures in place to reflect best practice.	Develop a suite of guidance materials for use by the service and Community Councils by 31 July 2013.	Improved support and assistance to Community Councils. Feedback from Community Councils.	P MacDonald	Absorbed within existing staff costs.	SOA2 SOA8 Act R
ERR 10	RIPSA	Recommendations re improvements to be made at last inspection by Surveillance Commissioner	Implement recommendations before April 2014	Carry out actions required to meet recommendations. Report to Council on progress	Commissioners report - to be issued following next inspection in Spring 2014	Fraser Jarvie		SOA8 SHANARRI INDICATOR (S)



Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 11	Risk Management	A risk management strategy has been developed for the Council and has been included within a number of key policies and procedures.	Implement and embed risk management in key business/management processes.	Develop a Risk Management action plan by 31 August 2013 Action plan fully implemented by 31 March 2015.	Regular reporting to Audit Committee on Action Plan progress.	A Priestman	Contained within existing budget.	SOA 8
ERR 12	Property Assets Management	Council occupies a considerable number of buildings, many of which are older inefficient properties	Reduce the number of buildings, refurbish and improve the efficiency of use of those remaining. Asset Management Plan includes the refurbishment of Greenock municipal buildings, Central Library Offices, Wallace Place and creation of new Port Glasgow Office and the closure of Cathcart house, West Stewart Street Office, Newark House, Strone office and others.	Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion by summer 2014	Budget reductions for property expenditure including utility bills.	A Gerrard G Fisher	£29.13m	SOA 3 SOA 7 SOA 8

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/ SOA, SHANARRI
ERR 13	PAFM - School Estate Management Plan	Plan is now in ninth year of implementation with most major projects complete or on site	Plan complete with all schools replaced or fully modernised	Complete current projects and complete Primary school Refurbishment Programme	All properties rated A or B for Condition and suitability	E Montgomery	£200million approx	SOA3 SOA6 SOA7
ERR 14	Grounds asset management	Developing an asset plan for land and open spaces within the remit of Grounds Services  Works have commenced on Into 3rd year of 10 year play area strategy.  Cemetery Development Plan at feasibility stage.	Fully developed Land asset plan to include open spaces cemeteries strategies and play area provisioning	Continue phased play area development  Identify Cemeteries implement next phase of investment in 2013/14.  Ongoing site by site condition assessments to inform budget setting priorities.	Asset strategy agreed to include play areas, cemeteries, parks and open spaces	Ian Moffat	Play areas £295,000 to 2013/14  Cemeteries £2 million capital  £120k per annum revenue at conclusion  Other costs subject to funding provision.	SOA 8
ERR 15	Roads Network	Priority works have been identified in respect of the maintenance Roads Asset Management Plan (RAMP) developed.	Maintain and improve the quality of the roads network infrastructure	Options report has been prepared for consideration in due course by Council. For priority works funding has been identified through supported borrowing and CFGR for prioritised works in 2013/14	Completion of works as identified and reported in the Environmental Capital Programme and regular Committee updates on progress	Ian Moffat	RAMP is subject to funding agreement  £4.5 million for 2013/15 for prioritised works	SOA 8



Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/ SOA, SHANARRI
ERR 16	Economic Development	Tourism opportunities	All available tourism opportunities are maximised	Utilisation of current tourism action plan	Measurement of specific targets and stream statistics	Head of Regeneration & Planning	Included in business development and RI budgets..	SOA1, SOA2, SOA3, SOA6 Achieving
ERR 17	Planning Policy	Implementation of the Carbon Management Plan 2012-2017	Reductions in carbon dioxide emissions		15% reduction in carbon dioxide emissions from energy & transport by 2012-13 from a baseline of 2007-08 via;  15% reduction in carbon dioxide emissions from energy use in buildings;  5% reduction in carbon dioxide emissions from fleet transport;  5% reduction in carbon dioxide emissions from staff business travel;  3% reduction in carbon dioxide emissions from street lighting.	Head of Regeneration & Planning		SOA7

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 18	Building Standards	Improve the speed and quality of building warrant assessment and compliance with building standards.	Compliance with nationally agreed Local Authority Building Standards Scotland (LABSS) and Scottish Government Building Standards Division (BSD) Continuous Improvement Plan	Undertake procedural changes identified as Key Performance Outcomes, completion dates staged	Establishment of agreed processes and compliance with time targets	Head of Regeneration & Planning	No specific identified expenditure required.	SOA8
ERR 19	Development Management	Improve the efficiency of the planning application and enforcement process	Compliance with targets set in the Planning Service Improvement Plan	Encourage use of the ePlanning system, work with customers to deliver faster planning decisions and review the Planning Enforcement Charter	Increase in planning applications submitted online, faster delivery of planning decisions and more efficient planning enforcement.	Head of Regeneration & Planning	No specific identified expenditure required.	SOA8
ERR 20	Software Asset Management	Internal Audit has identified a number of weaknesses in our SAM	Be confident that all software deployed on the network is fully licensed and all asset records are accurate.	Working with services and suppliers and services to ensure compliance	Audit actions completed in a timely manner	HOS	Unknown at this point.	SOA8
ERR 21	Riverside Inverclyde	Mid Term Review of URC performance	Deliver Operating Plan	Ongoing monitoring and review against RI milestones	Annual report and successful delivery of the projects	Director ERR	Contained within existing budget	SOA3



Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 22	Repopulation initiatives, stabilise population	No action plan in place	Stabilise population within Inverclyde	Develop and implement action plan	Review and monitor population figures	Director ERR	Funded from £1m EMR	SOA3 SOA7



# APPENDIX 1 – Performance Indicator Template

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Creditor Payments	94.37%	95.59%	96.03%	96.5% (target)	97%	95%	Joint 2 <sup>nd</sup> 2011/12
Council Tax Collection In Year	94.03%	94.23%	94.18% 95.58%	94%	94.5%	93.5%	25 <sup>th</sup> 2011/12
Benefits Processing - New Claims - Change of Circumstances	29 days 6 days	21 days 6 days	23 days 6 days	23 days 8 days	26 days 9 days	20 days 6 days	5 <sup>th</sup> 2011/12 9 <sup>th</sup> 2011/12
Procurement Work stream Savings	£415k	£301k	£299k	£153k	£180K	£120K	N/A
Procurement Compliance Assessment (PCA)	15%	34%	47%	55%	60%	60%	16 <sup>th</sup> 2012/13

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Property Maintenance Client Satisfaction Surveys	85%	82%	85%	86%	90%	82%	
Property Maintenance Service Response Times	84%	94%	90%	92%	95%	85%	
Facilities Management Free Meal Uptake			No data.				
Primary	82.29%	73.75%	Target 74%	75%			
Secondary	56.77%	54.1%	56%	58%			
Special	72.29%	64.33%	65%	66%			
Facilities Management Paid Meal Uptake			No data.				
Primary	52.17%	44.01%	Target 45%	54%			
Secondary	59.95%	33.23%	34%	35%			
Special	51%	53.41%	54%	55%			
Variance between Accepted Tender and agreed Final Account	4.50%	-6.26%	8.24% incomplete data	<5.00%	5.00%	NA	



Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Waste Management – Refuse Recycling	31.5%	41.9%	49.3%	50%	58%	45%	47%
LEAMS Cleanliness standards	76%	72%	71%	70%	76%	67%	70%
Traffic Lights - Faults repaired within 48 Hours	100%	78.6%	94%	98%	99%	90%	No data
Street Lights – Faults repaired within 7 days	94.2%	99.7%	98%	95%	98%	90%	Top Quartile (national Average is 90.2%)
Street Lights – Lighting columns beyond expected service life	35.4%	30.8%	29.5%	29%	35%	25%	2011/12 (In Third Quartile - Ranked 24th out of 32)
Percentage of 'A' Class roads that should be considered for maintenance treatment	29.3%	30.7%	32.7%	31%	36%	26%	2012/13 (In Third Quartile - Ranked 24th out of 32)
Percentage of 'B' Class roads that should be considered for maintenance treatment	38.4%	42.0%	44.3%	43%	48%	38%	2012/13 (In lowest Quartile - Ranked 29th out of 32)

Percentage of 'C' Class roads that should be considered for maintenance treatment	44.7%	50.7%	47.4%	46%	51%	41%	2012/13 (In lowest Quartile - Ranked 28th out of 32)
Percentage of 'Unclassified' roads that should be considered for maintenance treatment	48.7%	49.0%	51.1%	51%	56%	46%	2012/13 (In lowest Quartile - Ranked 28th out of 32)
Potholes: Category 1 (Emergency/Urgent); R.1 response to make safe/repair within 24 hours of identification	14%	33%	70%	90%	100%	85%	No data
Potholes: Category 2 (High Risk); R.2 response to make safe/repair within 7 days of identification	32%	30%	26%	80%	90%	75%	No data
Potholes: Category 3 (Medium Risk); R.3 response to repair within 28 days of identification	N/A	N/A	14%	90%	95%	75%	No data



Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Reduced number of people on key benefits as a result of Inverclyde Employability and Inclusion Programme.	10, 550	10, 320	10, 450	10,200 to Scottish Average Rate	N/A	N/A	
Number of MA Places	43	46	47	50	57	47	SDS Contracted
Number of GRW Places (Note from April 2013, GRFW will no longer exist in current format)	35	58	30	40	45	30	SDS Contracted
% of Property Enquiries fulfilled within 28 days	100%	100%		100	100	90	
Number of Business/Property Assists	95	78		50	50	40	
Percentage of all planning applications decided in under 2 months	79%	78%		80%	90%	70%	68%
Percentage of householder planning applications decided in under 2 months	87%	88%		90%	95%	85%	84%
Percentage of building warrants assessed within 20 working days of registration	84%	85%		100%	N/A	85%	

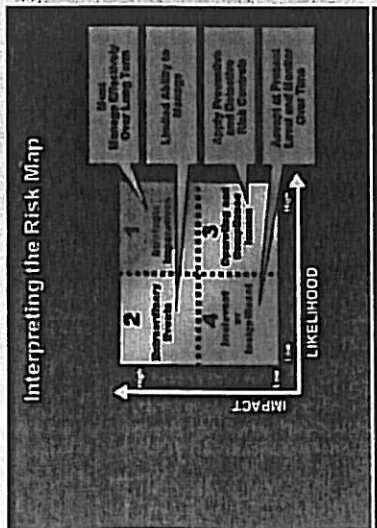
Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Incident Resolution Times	87.07%	85.30%	92.46%	85%	95%	80%	
Service Request Resolution Times	91.50%	92.03%	93.13%	85%	95%	80%	
Network Availability	100%	100%	99.94%	99.5%	100%	99%	
Key Applications Availability	100%	100%	100%	99.5%	100%	99%	

Corporate/Directorate Plan: Environment, Regeneration and Resources									
Risk Status as at 13/13 for 2013/2015 Activity									
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement Action	Risk No	Risk Category	Description of Risk Concern	IMPACT Rating (A)	Likelihood Rating (B)	Quarant	Risk Score (AxB)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
ERR01 Improve financial support to services whilst reducing workforces.	1	OC	Improvement actions are not supported at a strategic level resulting in non-delivery of actions. Factors of this risk include: Lack of support/buy in from services; Management information is not sufficiently focussed and understandable.	3	2	2	6.0	CFO	CDIP has been approved by Committee. Regular monitoring of action implementation will be undertaken by DMT and updates provided to Committee. Areas of concern will be escalated as appropriate.
ERR04 Development of the Customer Service Centre.	2	FRIOC	Fail to expand the range of customer service enquiries at first point of contact resulting in service improvements not being delivered in a timely manner or at all. Factors of this risk include: Financial resources are not in place or are not adequate; project planning is not undertaken or is not adequate; lack of buy support from services involved.	4	2	2	8.0	CFO	Programme management procedures will be implemented. Project plans will be developed and implemented. Relevant staff from services will form part of the projects.
ERR07 Fully develop Council's approach to Data Protection.	3	LR	Fail to develop the Council's approach to data protection resulting in potential breaches of the Act and potential for regulatory censure under fines. Factors of this risk include: Training programme is not developed and disseminated to all staff; Policies and procedures are not developed and disseminated to all staff; lack of support at a strategic level on the importance of data protection compliance.	3	3	1	9.0	Head of Legal and Democratic Services	A training programme is being developed and will be rolled out to all staff during 2013/14. Policies and procedures have been developed in relation to DPA and these are published on ICON.
ERR18 Achieve £200,000 savings in utility costs.	4	FR	Fail to manage utilities consumption in all areas resulting in savings not being fully achieved. Factors of this risk include: utilities consumption measures are not implemented across all areas; lack of buy in or support from services.	2	3	3	6.0	Head of Property Assets and Facilities Management	Regular updates are provided to Chief Officers for dissemination to staff within their Services. A multi service energy management Group has been established. A key objective of this group is to regularly promote and implement the necessary utilities consumption measures.
ERR23 Implementation of the Flood Action Plan.	5	FR	Fail to implement the flood action plan resulting in prioritised issues not being addressed. Factors of this risk include: Insufficient resources available to deliver on schemes to solve issues; inability to get matched funding from SG.	4	2	2	8.0	Head of Environmental and Commercial Services	Prioritised works have been identified and solutions to deliver on these will be progressed in house or through third parties during 2013. This forms part of the Capital Programme and regular committee reports are prepared showing progress.
ERR33 Implementation of the Carbon Management Plan 2012-2017	6	FR	Fail to implement the carbon management plan resulting in the target reductions not being achieved. Factors of this risk include: Inconsistent practices being carried out across services; do not promote carbon management initiatives across the Council; inadequate resources available within services to deliver initiatives.	3	2	2	6.0	Head of Regeneration and Planning	Continue to develop schemes and seek matched funding from Scottish Government. Carbon management initiatives have been prioritised and targets have been set. A working group has been set up which includes key services involved in the promotion and roll out of the initiatives.
ERR 39 Implementation of Web Site Strategy	7	RIOC	Fail to implement new web site strategy resulting in out of date web site; lack of expected functionality for service users; other improvement actions not being delivered as required eg bid on-line payment capability.	4	3	1	12.0	Head of ICT/Corporate Communications Manager	It is planned that regular progress reports will be provided to Committee on achievement of the plan. Project plan will be put in place to may requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with suppliers, corporate communications and key services.



CDIP - ERR risk register

Key: see diagram



Impact of risk	Likelihood of Risk				
	Rare (1)	Unlikely (2)	Possible (3)	Probable (4)	Almost Certain (5)
Insignificant (1)	1 Acceptable	2 Acceptable	3 Acceptable	4 Acceptable	5 Adequate
Minor (2)	2 Acceptable	4 Acceptable	6 Adequate	8 Adequate	10 Issue
Moderate (3)	3 Acceptable	6 Adequate	9 Adequate	12 Issue	15 Issue
Major (4)	4 Acceptable	8 Adequate	12 Issue	16 Issue	20 Issue
Catastrophic (5)	5 Adequate	10 Issue	15 Issue	20 Issue	25 Issue

Risk Key:

Financial: Losing resources or incurring liabilities.

Reputational: The Council's image. Loss of public confidence.

Legal/Regulatory: Claims against the Council. Non-compliance. Regulatory or contractual breach.

Operational/Continuity: Service delivery/process failure, targets missed.

## **2.8 Finance Service Statement**



### **Overview of Service**

Finance Service delivers a wide range of Financial Services to both external customers and internal services. These services cover the traditional core services of Accountancy, Treasury, Insurance, Banking, Council Tax and Benefit processing to Corporate Procurement and the Customer Service Centre.

### **Statement of Service Objectives**

#### **Accountancy**

- Comprehensive financial management service to all parts of the Council including essential business support to front line services
- Technical Accountancy including statutory finance requirements set out by Scottish Government and Audit Scotland
- Essential business support to the Council including Treasury, Insurance, Banking, Creditors & Client Finance Support to the CHCP.

#### **Revenues**

- Billing and collection of Council, Tax, Non Domestic Rates and Sundry Debt.
- Collect monies on behalf of Scottish Water and ensure compliance with the Service Level Agreement
- Debt recovery for the Council in partnership with the Council's Debt Management Partner.

## **Benefits and Customer Services**

- Management and provision of an effective Housing Benefit and Council Tax Reduction Service
- Protect the public purse through effective prevention of error and fraud.
- Ensure that legislative changes are fully planned and implemented in line with National and Statutory requirements, while also ensuring that local factors are taken into consideration.
- Provision of effective Customer Services and that liaison is in place with key internal and external stakeholders such as JobCentre Plus, Registered and Social Landlords, CHCP and Third Sector Organisations.
- Development and delivery of the Council's Customers Service Strategy.
- Administering discretionary payments arising from Welfare Reform.

## **Corporate Procurement**

- The implementation of a consistent approach to supplier and contract management in order to drive value from new and existing contracts.
- Support local businesses and SMEs via open and transparent tendering procedures that incorporate Community Benefits where applicable
- Implementation of Procurement Strategies for high value contracts to deliver better services and best value

## **Service Standards**

- Delivery of high quality qualification free annual accounts are published on the website at the following link.  
<http://www.inverclyde.gov.uk/council-and-government/performance/how-we-use-our-resources/annual-accounts/>
- Paying suppliers within the 30 day statutory period
- Processing Benefits payments within 24 days and processing benefit claimants change of circumstances within 6 days. More details can be found on our website at the following link.  
<http://www.inverclyde.gov.uk/advice-and-benefits/>
- Council Tax Collection Target 96.5%

## **Contact Us**

General Enquiries by contacting the Customer Service Centre on 01475 717171

Specific Procurement enquiries e-mail: [procurement.helpdesk@inverclyde.gov.uk](mailto:procurement.helpdesk@inverclyde.gov.uk)



## **Legal & Democratic Service Statement**

Legal & Democratic Services provide a range of comprehensive services, comprising both front line and support services in relation to:

- The administration of Committees
- Services to Members
- Legal Services
- Internal Audit
- Licensing

Services are delivered through five teams.

### **Committee Services**

- Services for the efficient organising and administering of the Council and its Committee structure and the recording of its decisions.
- The co-ordination of Freedom of Information responses for the Council's Services; responsibility for the Council's Scheme of Publication.
- Keeping the Council's Corporate Governance Framework up to date.

### **Services to Members**

- A confidential, comprehensive, administrative and secretarial service to the Council's 20 elected members, including the Leader of the Council and Provost.
- Research, members' training and development.
- Dealing with constituent enquiries and surgery arrangements.
- Comprehensive administrative service to Inverclyde Children's Panel and Children's Panel Advisory Committee (from June 2013 Inverclyde Area Support Team).

### **Procurement and Conveyancing**

- The sale, purchase and lease of land.
- Advising on Planning Law matters and the administration of the Planning Local Review Body.
- Providing advice and assistance in relation to all contract and procurement matters, including ensuring compliance with the European Procurement regime and the Council's Standing Orders.
- Freedom of Information reviews and Community Council liaison.

### **Licensing, Litigation and Advice**



- Administration of the Licensing Board and associated regime under the Licensing (Scotland) Act 2005 and elements of the Gambling Act 2005.
- Administration of Civic Government Licensing and the General Purposes Board in relation to Taxi Licensing and other matters.
- Litigation and advice including that relating to Employment Law matters and Tribunals, Education, Anti Social Behaviour, Child and Adult Protection, Adults with Incapacity, Permanency Planning and the Adoption Panel.

#### **Internal Audit**

- Audit services to the Council as well as services in relation to risk management and business continuity.

#### **Service Standards**

- Progressing all applications for licences in terms of the relevant statutory timescales.
- Ensuring the Council's contractual arrangements comply with the statutory regime.

# **Property Assets and Facilities Management**

## **Service Statement**

### **1. Overview of Service**

Property Assets and Facilities Management provides a comprehensive property service to the Council. This includes management of the Council's General and Education property portfolios, multi-disciplinary design service and full facilities management service. It has six service areas, detailed below.

#### **Technical Services**

- To provide Design and Project Management Services for new build and refurbishment contracts
- To carry out option appraisals and feasibility studies

#### **Property Resources**

- To provide Quantity Surveying and Cost Management Services for new build and refurbishment contracts.
- Statutory duties services including Asbestos Management, disabled access, fire risk assessment, water quality/legionella, gas soundness, fixed electrical installations, portable electrical appliances, lightning protection installations and lift installations

#### **Property Assets**

- To maintain an up to date Property Assets Management System
- To Identify surplus and underused or inefficient properties
- To liaise with other services to provide better and more efficient operational properties
- To dispose, by sale or lease, surplus properties
- To acquire, by purchase or lease, additional properties required
- To manage non operational properties where occupied
- To maintain and return SPI's including DDA, Suitability and Condition,

#### **Construction Services**

- To carry out repairs and Maintenance and Minor projects works Contractor for Council properties
- To provide an Aids & Adaptation works service for the Inverclyde Care & Repair Service.
- To provide a reactive and proactive Property Maintenance service for all Council properties, utilising both the Council's own in house contractor and external contractors.

#### **Facilities Services**

- To provide Catering Services for Schools and Social Care Facilities
- To provide Cleaning Services for all Council premises
- To provide Janitorial, Caretaking and Let Officer Services to Schools
- To operate Public Conveniences

#### **School Estate Team**

- To develop the Council's School Estate Strategy
- To develop an investment plan for each school
- To manage the Council's Public Private Partnership (PPP) Schools
- To progress the Council's proposals for major Secondary schools projects

- To progress the refurbishment of all remaining Primary, Nursery and Special schools
- To manage the maintenance programme for all schools

## **2. Statement of Service Objectives**

- To ensure that the Council's Property portfolio is fit for purpose.
- To ensure that the Council's property portfolio is run as efficiently as possible and that surplus properties are disposed of
- To ensure that the Council's property portfolio is properly maintained.
- To ensure that all statutory inspections are carried out, appropriate records are kept and properties are maintained in a safe condition
- To reduce the carbon footprint of the property portfolio.
- To ensure that all building projects are well designed and carried out economically and to a high standard..
- To ensure that all Council property is, as far as is possible, accessible to staff and customers with disabilities.
- To ensure that Facilities Management services are delivered to a high standard.

## **3. Our Commitment to our Customers**

We are committed to:

- Providing a high quality service which ensures that Inverclyde Council has a modern and efficient building stock fit for purpose.
- Providing clear reliable and accurate information.
- Making contacting us easy and straightforward.
- Providing a service that you regard as effective and would recommend.

## **4. What You Can Expect From Us**

- We will ensure that property is as suitable for its use, sufficient for the occupants needs and in as good condition as possible, within the constraints of available budgets.
- We will liaise with you to ensure building works meet your needs.
- We will respond timeously to requests for assistance.

## **5. How You Can Help Us**

In order to ensure that we are meeting the above standards and providing you with a quality service, you can help us by:

- Providing a clear Brief or description of your requirements.
- Reporting faults promptly and to the appropriate officer..
- Telling us if we have exceeded your expectations or have not delivered a service to your satisfaction.

## **6. How to Contact Us**

You can contact us at Property Assets and Facilities Management, Inverclyde Council, 6 Cathcart Square, Greenock PA15 0LS (tel: 01475 712406)



## **Environmental & Commercial Service Statement**

### **Overview of Service**

Environmental and Commercial Services provide a wide range of Public sector front line services. The majority of these services are provided to the Councils residents, Local Community Groups and businesses within Inverclyde on a planned and systematic basis.

Our Service Vision is simple; we have a passion for people, and strive to deliver high quality value for money services to our customers.

In order for us to achieve our vision we are fully committed to developing and empowering our greatest asset, our people. Everything that we do is underpinned by having a passion for excellent employment practice and the delivery of first class customer service.

### **Our Commitment to our Customers**

We are committed to:

- Providing Best Value services which provide positive outcomes for our customers.
- Providing a safe and rewarding working environment for all our employees
- Putting service quality at the heart of what we do.
- Maintaining and building upon strong working relationships with our customers and communities.
- Listening and responding to our customers to ensure continual improvement.
- Providing a service of choice.

### **What you can expect from us**

We will provide a professional level of services across all our functional areas  
Requests for services and enquiries will be dealt with within agreed timescales.  
We will ensure that our customers know what levels of service to expect.  
We will consult with you in respect of any significant changes to your services

In specific terms each service has a commitment for its own area of activity high level activity details are listed below.

### **Grounds services**

- The maintenance of Council owned parks and open spaces including all planting and arboriculture works.
- The management and maintenance of Whinhill golf Club
- Street cleaning services including mechanical and manual cleaning and the achievement of a 70% standard of cleanliness for our streets.
- Fly tipping removal and associated works.
- The development and implementation of an area wide asset plan to include play areas, open spaces and cemeteries.
- The operation of the Council's crematorium and cemeteries
- A dedicated and discrete appointment system for the registration of births and deaths, submission of notice papers and uplift of marriage schedules.

- Cremation or burial services will be attended to by an experienced member of staff to ensure that the funeral is carried out in a dignified and professional manner adhering to the Federation of British Cremation Authorities Code of Practice

### **Roads and Network Management**

- The planned and ad hoc maintenance and management of Inverclyde adopted Roads Network including pavements, paths and car parks.
- The repair of 90% emergency potholes within 24 hours of identification and the repair of 80% of high risk potholes within 7 days
- The maintenance and repair of street lighting, and common lighting and traffic light maintenance. Including the repair of 95% street lights within 7 days and The repair of 98% of traffic lighting faults within 48 hours
- Planned and emergency winter maintenance services including gritting and snow clearing.
- Roads design and consultancy services.
- Bridge maintenance and management.
- Flood prevention including the management of reservoirs, associated watercourses, culverts and dams.
- Gully emptying and maintenance.
- Provision of road closures and support major events requiring traffic management controls.
- The development of a comprehensive and integrated transport strategy in partnership with a number of agencies (e.g. SPT)

### **Waste Management**

- The collection of waste and recycling on a regular day or days and notification of changes to collection schedules in advance.
- The recycling of 50% of material from households within Inverclyde.
- The provision of commercial waste collections from businesses.
- Bulk household waste collections from households.
- The removal of abandoned vehicles.
- The provision, management and servicing of recycling centres at Pottery Street and Kilm Drive.
- The provision management and servicing of bring sites throughout Inverclyde.
- The operation of the waste transfer station at Pottery Street.
- The management of the Materials Recycling Facility at Ingleston park

## **Fleet and Transport**

- Fleet management including the provision of fuel, MOT's , road fund licenses for all our internal service users.
- The planned and ad hoc maintenance and servicing of the Council's vehicle fleet and plant items to an appropriately high standard.
- Customers are advised of repairs and likely durations and costs which are identified at the outset.
- Social Transport services are provided on time and take the needs of our users into account.
- Taxi testing is carried out in accordance with best practice principles and all works are advised to operators.

## **Our Commitment to our Customers**

We are committed to:

- Providing Best Value services which provide positive outcomes for our customers.
- Providing a safe and rewarding working environment for all our employees
- Putting service quality at the heart of what we do.
- Maintaining and building upon strong working relationships with our customers.
- Listening and responding to our customers to ensure continual improvement.
- Providing a service of choice.

## **How you can help us**

In order to ensure that we are meeting the above standards and providing you with a quality service, we encourage our customers to

- Consult and engage with our staff
- To provide feedback on their experiences of our services
- To suggest improvements or ways we can do things better

## **How to Contact Us**

You can contact Environmental and Commercial through Inverclyde Councils Customer Contact Centre Inverclyde Council Municipal Buildings Greenock PA15 1LY

Tel: 01475-717171

Or e mail

[customerservices@inverclyde.gov.uk](mailto:customerservices@inverclyde.gov.uk)



## **Regeneration & Planning Service Statement**

The Regeneration and Planning Service seeks to contribute towards a safe and sustainable Inverclyde based on a thriving, diverse local economy supported by educated and informed citizens.

Through customer engagement and work practices the Service is open for business, provides certainty, and promotes high quality and sustainable development on the ground within an efficient and effective decision making process and a culture of continuous improvement.

Delivery is via three Service areas:

### **Development and Building Standards**

#### **Development Management:**

- Planning applications
- Planning enforcement
- Tree preservation
- Conservation/design

#### **Building Standards:**

- Building warrants
- Building standards enforcement
- Licensing advice

### **Economic Development**

#### **Workforce Development:**

- Learning and skills to improve the employability of those out of work
- Connecting individuals and communities to economic opportunities

#### **Business Development:**

- Advice, grants and loans to help businesses compete and grow
- Marketing support
- Tourism

### **Planning Policy and Property**

#### **Planning Policy:**

- Glasgow and the Clyde Valley Strategic Development Plan
- Inverclyde Local Development Plan
- Lower Clyde Greenspace and Access
- Green Charter
- Carbon management

#### **Property:**

- Commercial and industrial property lets

## **ICT Service Statement**

### **1. Overview of the Service**

The ICT Service delivers ongoing management, support and delivery of all aspects of ICT. This includes the provision of strategic advice, technical support, project management, implementation and operational support for all corporate systems. The service delivers a stable and secure ICT infrastructure environment and is the Technical Authority for the various Inverclyde Council owned networks, including the technical infrastructure to allow remote and mobile working.

### **ICT Service Desk**

- Single point of contact for reporting incidents and service requests
- Provide all desktop support services
- Manage incidents, fault resolution, problem solving and advice in line with service level agreement targets
- Provide ICT Service Level Management
- Manage all ICT configuration and asset management
- Manage the Council's software licences
- Carry out installations, moves, upgrades

### **Application Delivery/Business Solutions**

- Oversee the initial implementation and ongoing support for applications and databases within the council
- Engage with client services to ensure that planned systems developments are compatible with the Council's existing infrastructure
- Design and support of integration software
- Ensures that the programme of system development is in line with Council's strategic plans
- Web development and web site management
- Bespoke applications development

### **ICT Infrastructure**

- Design, manage and support the Council's ICT networks, server and storage estate
- Manage and support all communication technologies deployed within the Council, including WAN and LAN services, Wi-Fi, telephony, voicemail, contact centre and Internet access.
- Provide information and IT security services, including all anti-virus, Internet management and email filtering
- Manage the ICT Business Continuity arrangements
- Manage the Council's back-up and archiving solutions

### **Project Management**



- Provide a full range of project management services for implementing corporate solutions
- Provide project/programme office support services
- Assess options for re-engineering business processes where appropriate
- Provide business analysis and benefits realisation capabilities

## **2. Statement of the Service Objectives**

- To promote an understanding of the Council's ICT provision to enable efficient delivery of Corporate strategic objectives
- To continue to deliver a culture of high quality ICT service delivery and improvement within the Council
- To engage effectively with our customers and use their feedback to improve service delivery

**SOA8** - Our public services are of high quality, continually improving, efficient and responsive to local people's needs.

**SOA6** - A nurturing Inverclyde gives our children and young people the best possible start in life.

## **3. Our Commitment to our Customers**

We are committed to:

- Providing a high quality fit for purpose service to meet our customers' needs
- Providing efficient communication channels to deliver key council information to staff
- Providing an effective and professional service.

## **4. What you can expect from us**

The ICT service desk is available Monday to Thursday 8.30am – 5.30pm and Friday 8.30am – 4.30pm. Your calls will be answered promptly and if possible your call will be resolved immediately. Otherwise we will endeavour to deal with your request in line with the published Service Level Agreement times.

We will provide a high level of system availability and will endeavour to provide solutions of a high quality within agreed service levels.

We will engage professionally with other council services to deliver cross directorate projects

**5. How you can help us**

We strive to deliver the service that we have promised. We welcome feedback on any aspect of your experience of our service. Occasionally we will ask you to respond to service level surveys to enable us to continually improve.

**6. How to contact us.**

You can contact us:

By telephone – (01475) 712345.

By e-mail – [Servicedesk@Inverclyde.gov.uk](mailto:Servicedesk@Inverclyde.gov.uk)