

Agenda

Meeting of Shared Services Joint Committee

Date: Friday, 11 December 2020

Time: 10.00 am

Format: MS Teams

Contact: Christine McCaffary, Senior Democratic Services Officer,
Tel: 01389 737186– christine.mccaffary@west-dunbarton.gov.uk

Dear Member

Please attend a meeting of the **Shared Services Joint Committee** as detailed above. The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

<u>West Dunbartonshire Council</u>	<u>Inverclyde Council</u>	<u>East Dunbartonshire Council</u>
Councillor Iain McLaren (Chair) Provost William Hendrie Councillor David McBride Councillor Lawrence O'Neill	Councillor Christopher Curley Councillor Graeme Brooks Councillor Colin Jackson (Vice Chair) Councillor Tommy McVey	Councillor Alan Moir Councillor Andrew Polson Councillor Gordan Low Councillor Vaughan Moody
Joyce White, Chief Executive Angela Wilson, Strategic Director of Transformation & Public Service Reform Gail MacFarlane, Strategic Lead – Shared Services Roads & Transformation Peter Hessett, Strategic Lead – Regulatory	Aubrey Fawcett, Chief Executive Gerard Malone, Head of Legal & Property Services Scott Allan, Corporate Director – Environment, Regeneration & Resources	Gerry Cornes, Chief Executive Ann Davie, Depute Chief Exec / Education, People & Business Thomas Glen, Depute Chief Executive / Neighbourhood & Corporate Assets Karen Donnelly, Chief Solicitor & Monitoring Officer

Date of issue: 4 December 2020

SHARED SERVICES JOINT COMMITTEE
East Dunbartonshire, Inverclyde and West Dunbartonshire Councils

FRIDAY, 11 DECEMBER 2020

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

Members are invited to declare if they have an interest in any of the items of business on the agenda and the reason for such declarations.

3 MINUTES OF PREVIOUS MEETING 5 - 7

Submit for approval as a correct record the Minutes of Meeting of the Shared Services Joint Committee held on 2 October 2019.

4 FLEET, WASTE AND GROUNDSSERVICES UPDATE 9 - 85

Submit report by the Shared Head of Services – Roads and Environmental Services providing an update on the implementation of the Fleet, Waste and Grounds collaborative management model and the widening of the remit of the Roads and Transportation Shared Service to include Environmental Services.

5 INTERNAL AUDIT AND FRAUD UPDATE 86 - 88

Submit report by the Shared Service Manager – Audit and Fraud providing an update on the shared management approach agreed and implemented within the Internal and Fraud service together with information as to potential future further options.

**6 JOINT COLLABORATION: WEST DUNBARTONSHIRE AND 89 - 90
INVERCLYDE COUNCILS – PERFORMANCE AND STRATEGY**

Submit report by the Strategic Lead – Communications, Culture, Communities and Facilities providing an update on progress since West Dunbartonshire and Inverclyde Councils began a six month trial of shared Performance and Strategy management on 1 October 2020.

**EAST DUNBARTONSHIRE, INVERCLYDE AND
WEST DUNBARTONSHIRE COUNCILS'
SHARED SERVICES JOINT COMMITTEE**

At the Meeting of the Shared Services Joint Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 2 October 2019 at 2.00 p.m.

Present:

East Dunbartonshire Council:

Councillors Gordan Low and Vaughan Moody.

Inverclyde Council

Councillors Graeme Brooks, Christopher Curley, Colin Jackson and Tommy McVey.

West Dunbartonshire Council:

Provost William Hendrie and Councillor Iain McLaren.

Attending:

East Dunbartonshire Council:

Thomas Glen, Depute Chief Executive / Neighbourhood & Corporate Assets.

Inverclyde Council:

Aubrey Fawcett, Chief Executive; Scott Allan, Corporate Director – Environment, Regeneration & Resources and Andi Priestman, Chief Internal Auditor.

West Dunbartonshire Council:

Joyce White, Chief Executive; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Richard Cairns, Strategic Director – Infrastructure, Regeneration & Economic Development; Gail MacFarlane, Shared Head of Service; George Hawthorn, Manager – Democratic & Registration; Colin McDougall, Audit & Risk Manager; and Christine McCaffary, Senior Democratic Services Officer.

Apologies:

Apologies for absence were intimated on behalf of Councillors Alan Moir and Andrew Polson (East Dunbartonshire Council); and Councillors David McBride and Lawrence O'Neill (West Dunbartonshire Council).

Councillor Iain McLaren in the Chair

DECLARATIONS OF INTEREST

It was noted that there were no declarations of interest in any of the items of business on the agenda.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Shared Services Joint Committee held on 21 May 2019 were submitted and approved as a correct record.

PROPOSED CHANGES TO STANDING ORDERS

A report was submitted by the Strategic Lead – Regulatory asking the Committee to consider changes to its Procedural Standing Orders.

Councillor McLaren, Chair, advised the Committee that if it were to consider suspending Standing Order No. 33, provided two thirds of those voting so agreed, the report could be considered and a decision taken at today's meeting.

Councillor Brooks, seconded by Councillor Curley moved the suspension of Standing Order No.33 and the Committee then agreed unanimously to do so.

Having heard the Manager – Democratic & Registration in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (a) to allow named substitutes with full voting powers to attend its meetings;
- (b) that any Member who is unable to attend a meeting and who is appointing a substitute must inform the Clerk of the named substitute before the meeting commences;
- (c) to change the quorum for meetings to one third of voting Members;
- (d) that Standing Order 8(d) be altered to make it clear that only Members who are entitled to vote on a matter will be counted in the calculation of the quorum for that item; and
- (e) to delegate authority to the Clerk to implement the agreed changes to the Standing Orders.

ROADS AND TRANSPORTATION UPDATE

A report was submitted by the Shared Head of Service providing an update on the continued progress of the implementation of the Roads and Transportation Shared Service.

Having heard the Shared Head of Service in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report.

JOINT COLLABORATION: WEST DUNBARTONSHIRE AND INVERCLYDE COUNCILS

A report was submitted by the Strategic Director – Transformation & Public Service Reform advising of the recent agreement by West Dunbartonshire and Inverclyde Councils for further joint collaboration in relation to Internal Audit and Fraud Services; and Fleet, Waste and Grounds Services.

The Strategic Director updated the Committee on the developments made and advised that the shared management of the Internal Audit and Fraud Services would be fully operational from January 2020. She further advised that work was ongoing to develop strategic business plans for joint collaboration across fleet, waste and grounds services.

A joint presentation was then given by the Shared Head of Service and Chief Internal Auditor providing more detailed information on the key areas in scope and the timescales involved.

Following questions from Members, the Chair thanked the officers for their informative presentation.

The Committee agreed:-

- (a) to note the implementation of the Internal Audit and Fraud Services shared management model between Inverclyde and West Dunbartonshire Councils; and
- (b) to note the timeline for the development and implementation of the fleet, waste and grounds collaborative model.

The meeting closed at 2.29 p.m.

Shared Services Joint Committee

Report by Gail Macfarlane, Shared Head of Service

11 December 2020

Subject: Fleet, Waste & Grounds Update

1. Purpose

- 1.1** The purpose of this report is to update the committee on the implementation of the Fleet, Waste and Grounds collaborative management model and the widening of the remit of the Roads & Transportation Shared Service to include Environmental Services.

2. Recommendations

- 2.1** In line with Standing Order 8(g) members from Inverclyde and West Dunbartonshire Councils are allowed to vote on decisions relating to this report.
- 2.2** It is recommended that the Committee note the contents of the report.

3. Background

- 3.1** At the Joint Committee held on the 12 May 2019 a report was considered in relation to the development of a business case for the implementation of a collaborative management model for Fleet, Waste and Grounds Services.
- 3.2** Officers continue to work with other councils and partners to consider and appraise opportunities for joint working and collaboration which support continued delivery strategic priorities and best value services to communities.
- 3.3** This report provides an update on progress in developing, implementing and delivering the Roads and Environmental Shared Service.

4. Main Issues

4.1 Fleet, Waste and Grounds Service

A business case was developed to determine opportunities in relation to widening the remit of the Shared Head of Service – Roads & Transportation to include Fleet, Waste and Grounds. The following activities were reviewed within the business case:

- **The Fleet and Transport Service** - procures, manages, maintains and arranges the end of life disposal of the Council's vehicle fleet and manages & operates the transportation service for the Health and Social Care Partnership and the Council's Educational Services Department;

- **The Waste Service** - manages the general waste and recycling collections from all households in the Council area, in-house operations and registered commercial waste users. This amounts to the collection of bins from a total of 45,000 households; and
- **The Grounds Service** - operates the Council's grounds maintenance, street cleaning and burial and cremation services.

4.2 The development of the business case included the following:

- Baseline data collation;
- Strategy and policy review;
- Options appraisal;
- Review of resources; and
- Operational service delivery review.

The purpose of the baseline review is to determine the most appropriate operational model which delivers an efficient and resilient collaborative management model across both councils.

4.3 The business case identified the opportunity for the Shared Head of Service – Roads & Transportation to assume responsibility for Fleet, Waste and Grounds Services for both West Dunbartonshire and Inverclyde Councils with the appointment of a Shared Fleet and Waste Manager.

Actions were undertaken as follows:

October 19	Management assumed for the Fleet, Waste and Grounds Services within West Dunbartonshire Council
Feb 20	Council/Committee approval to proceed
April 20	Management assumed for the Fleet, Waste and Grounds Services within Inverclyde Council
April 20	Shared Fleet and Waste Manager commenced.

4.4 Following commencement of the Shared Manager – Fleet & Waste work has been undertaken to explore and deliver the following:

- Alignment of standards, working practices and policies across both Councils
- Develop strategies in collaboration
- Increase skill base & career opportunities
- Share skills & knowledge
- Explore joint procurement exercises

- 4.5** The Service Plans for both Councils have been developed and presented to Council for consideration and approval. A copy of each has been attached for information.
- 4.6** The Roads and Environmental Shared Service has been engaged in responding to the COVID19 pandemic response and recovery planning. Following the move to lockdown in March both councils commenced essential operational service delivery. Recovery planning has been aligned to the Scottish Government routemap.

Examples of the activities are given below:

- Review of all risk assessments to ensure social distancing measures are reflected
- Continuation of essential services ie residual waste collections and emergency road repairs (category 1)
- Recommencement of recycling and green waste collections
- Recommencement of street sweeping and litter picking
- Phased recommencement of category 2 & 3 defect repairs and carriageway & footway resurfacing programmes
- Management and delivery of the reopening of 4 Civic Waste Amenity Sites (2 within West Dunbartonshire and 2 within Inverclyde)

In addition the Service is a member of the following regional recovery groups:

City Region Winter Resilience Mutual Aid
National Park Recovery Group
Glasgow Regional Transport Recovery Group

5. Options Appraisal

- 5.1** There is no options appraisal required with this report.

6. People Implications

- 6.1** The commencement of a Shared Fleet & Waste Manager provides a headcount reduction of 0.5 FTE for both Inverclyde and West Dunbartonshire Councils. The 1FTE reduction is a vacant post due to retirement of the previous postholder.

7. Financial and Procurement Implications

- 7.1** The commencement of a Shared Fleet & Waste Manager provides a financial saving of 0.5 FTE for both Inverclyde and West Dunbartonshire Councils.

8. Risk Analysis

- 8.1** There is no requirement to undertake a risk analysis at this time.

9. Equalities Impact Assessment (EIA)

- 9.1** An EIA is not required for this report.

10. Environmental Sustainability

10.1 There are no environmental implications with this report.

11. Consultation

11.1 Consultation is not required with this report.

12. Strategic Assessment

12.1 Joint working supports the delivery of Council's strategic priorities of the Council.

Gail Macfarlane
Shared Head of Service – Roads & Environmental Services,
West Dunbartonshire and Inverclyde Council
December 2020

Person to Contact: Gail Macfarlane – Shared Head of Service
Gail.macfarlane@inverclyde.gov.uk
gail.macfarlane@west-dunbarton.gov.uk

Environment, Regeneration and Resources

Corporate Directorate Improvement Plan 2019/22

Annual Refresh 2020



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۔

 Corporate Director - Environment Regeneration and Resources, Inverclyde Council, Municipal Buildings, Greenock, PA15 ILY.

 01475 712761

 lisa.mitchell@inverclyde.gov.uk

Contents

1. Introduction by Corporate Director, Environment Regeneration and Resources	3
2. Strategic Overview	4
2.1 Purpose and Scope of the Directorate	4
2.2 Covid 19	7
2.3 National and local context	8
2.3 Customer focus.....	8
2.4 Equality.....	9
2.5 Sustainability of the environment	9
2.6 Risk Management.....	10
2.7 Competitiveness	10
3. Summary of resources	11
4. Self-evaluation and improvement planning	12
5. Environment, Regeneration and Resources Directorate Three Year Improvement Plan.....	14
5.1 Corporate Improvement Actions.....	19
5.2 Cross-Directorate Improvement Actions.....	23
5.3 Service Improvement Actions	27
6. Environment, Regeneration and Resources Directorate Performance Information	34
7. Appendix 1: Inverclyde Council Strategic Planning Priorities	36
8. Appendix 2: Risk Register	38

1. Introduction by Corporate Director, Environment Regeneration and Resources

On behalf of the Environment, Regeneration and Resources Directorate, I am pleased to present the first annual refresh of our Corporate Directorate Improvement Plan 2019/22. Our CDIP is a three year plan that we review each year to ensure that our improvement actions and performance information continues to focus on the delivery of the council's Corporate Plan 2018/22 organisational priorities and the wellbeing outcomes that we have established for our communities.

The CDIP sets out the direction of this Directorate by identifying the key actions and improvements that resources will be focused on in the coming years, as well as the projects and initiatives that will be taken forward in partnership to help deliver the priorities of the Inverclyde Alliance, as set out in the Inverclyde Outcomes Improvement Plan 2017/22.

The Directorate encompasses a diverse range of services that work together and with our partners to deliver better outcomes for the residents of Inverclyde, as well as ensuring that the Council manages its resources and assets efficiently and effectively.

Undoubtedly, the biggest challenge that the Directorate had to deal with in the past year and into 2020/21 was the Covid-19 pandemic. Government interventions and emergency legislation in respect of Covid, especially the 'lock down' implemented on the 23rd March, 2020, impacted significantly on the delivery of services such as Waste, Roads and Ground Maintenance. It resulted in a very rapid transition to a temporary new operating model whereby most office based staff worked from home. This Directorate led civil contingency coordination across the Council. Many capital contracts have been affected and the implications are still being assessed at the time of writing this Plan. It is a testament to our employees that most services across the Directorate have continued despite the unprecedented nature of this event.

Also in the past year, the Directorate continued to lead and support a number of significant regeneration initiatives with external partners, the biggest of which is the Glasgow City Region City Deal. The Ocean Terminal floating pontoon was mostly complete in advance of lockdown and is anticipated to be operational by mid-2020. The delivery of 'City Deal' is a vital element of the longer term regeneration of Inverclyde and across the city region.

A particular challenge in regenerating the local economy will be responding to the economic situation created by Covid-19 combined with the UK fully leaving the European Union. The short term impact on business remains uncertain and it will be important to place Inverclyde in the most favourable position. Work to support this is being progressed through the Council's Community Covid-19 Recovery Plan and in particular, the economic regeneration element of this.

We will strive to deliver further efficiencies and protect front line services. In doing this, we will explore further opportunities to collaborate with West Dunbartonshire, building on the successful implementation of collaboration across Roads, Ground Maintenance, Waste, Fleet and Internal Audit.

We will continue to build on the achievements of the Directorate, including the delivery of the School Estate Management Plan; the implementation of a Cyber Resilient Action Plan for the Council; supporting sound financial management within the Council and improving the procurement rates for local suppliers, which helps to strengthen the local economy. Despite the challenges that lie ahead, I am confident that the Directorate will deliver many more successes in the coming years.

I hope this Plan gives you an insight into the work the Environment, Regeneration and Resources Directorate and the key improvement activities, projects and outcomes we seek to deliver in the year ahead and I look forward to updating you on our progress.

**Scott Allan, Corporate Director,
Environment Regeneration and Resources**

2. Strategic Overview

2.1 Purpose and Scope of the Directorate

The primary role of Environment, Regeneration and Resources Directorate is to:

- bring together those services that support the regeneration of the area;
- to ensure the development and maintenance of the Council's physical assets and infrastructure with the aim of delivering integrated working and enhanced service delivery; and
- to lead and deliver modernisation and continuous improvement across the whole organisation, enabled through robust financial planning and management.

In March 2018 the Council agreed a new management structure for the Directorate. The changes took effect from April 2018 and were implemented on a phased basis, the final components delivered by 1st April 2020. As part of this, Inverclyde Council progressed collaboration with West Dunbartonshire Council. The Councils share a Head of Service across Roads, Fleet, Waste, Ground Maintenance. Internal Audit is managed across both Councils by a Chief Auditor. Further collaboration is being explored including opportunities with East Dunbartonshire Council. This approach will enhance resilience and drive efficiencies.

The current Directorate structure consists of four Services:

- Finance
- Legal and Property
- Regeneration and Planning and Public Protection
- Roads and Environmental Shared Services

Our Services all sit within the Council's vision of a *Nurturing Inverclyde* where we are **Getting it Right for Every Child, Citizen and Community**, working towards the achievement of the wellbeing outcomes, where all our children, citizens and communities are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

We are committed to delivering high quality, professional and efficient services which are responsive to our customers' needs. We aim to achieve a high standard of customer care and satisfaction through the effective delivery of services which result in positive outcomes for our customers, whether this be other Council services or all residents of Inverclyde. Examples of Directorate achievements in the past year include:

- The appointment of a shared Chief Internal Auditor with West Dunbartonshire Council
- Delivery of a balanced budget for 2020/21
- The completion of the Ocean Terminal cruise ship berthing facility
- Supporting colleagues in the implementation of the 1140 hours for early years
- Supporting colleagues to achieve better outcomes for children and vulnerable adults
- Roll out of the garden waste scheme
- Delivery of the 2019/20 Employability programme which supported 1,485 residents
- £3.3 million investment in the roads infrastructure to improve the condition of the road network
- The investment to replace all street lighting with LEDs to reduce energy consumption is now 95% complete
- Improved procurement spend with local suppliers such that the Council is now ranked 12th out of 32 Councils in Scotland in relation to procurement spend levels
- Implementation of the Repopulation Strategy and Action Plan
- The successful management and delivery of the local arrangements for the UK General Election 2019
- Successful integration of services following a management restructure
- Fully implemented GDPR across the Council,
- Significant progress has been made on flat acquisitions and the serving of Housing Orders as part of the regeneration of Clune Park.
- Completion of the Audit Plan / Annual Governance Statement

- The delivery of qualification free annual accounts
- The approval of a Cyber Resilience Action Plan for the Council
- The delivery of external funding projects
- Support provided to 250 local businesses through Business Development
- Completed a review of Economic Regeneration activities in Inverclyde including a revised operating model for Ri,
- Delivery of the Capital Programme including the School Estate Management Plan, the Property Asset Plan and the Roads Asset Management Plan
- Delivered over £1 million of SPT funded projects
- Approval of Strategic Housing Investment Plan
- Commenced a strategic housing strategy for the area east of Port Glasgow Town Centre to the Council boundary

Looking forward, the Directorate will continue to deliver on major initiatives including a revised economic regeneration strategy to replace the Single Operating Plan, delivery of City Deal projects at Ocean Terminal, Inverkip and Inchgreen and the further development of our collaboration with West Dunbartonshire across wider service areas. Delivery of the Clune Park Masterplan as part of the Strategic Housing Investment Plan will be a core priority. A particular corporate challenge will be the delivery of a balanced three year budget covering 2020/21 and 2022/23.

We will continue to listen and respond to our customers, aiming to deliver continuous improvement whilst maintaining and building upon strong working relationships with our customers and communities.

More detail on the management structure and the Services within the Environment Regeneration and Resources Directorate is provided on the following page.

Environment, Regeneration and Resources

Chief Financial Officer

- Strategic Finance
- All Directorates Finance & Accountancy (Account Management)
- Budgeting
- Special Project Finance
- Statutory Group Accounts
- Creditors
- Insurance
- Treasury Management
- Council Tax Reduction
- Revenues
- Debt Recovery
- Housing Benefits
- Customer Service
- Customer Contact Centre
- ICT Operation and Support
- Corporate Business Systems
- ICT Strategy
- Modernisation/Channel Shift
- Registration Services
- Scottish Welfare Fund

Legal and Property Services

- Asset Management / Property Estates
- Legal Services
- Administration
- Licensing
- Litigation
- Contracts & Conveyancing
- Courts
- Members Support
- Civic Service
- Committee Support
- Community Council Liaison
- Democratic Process
- Election Management
- Information Governance
- Standards Commission
- Internal Audit
- Risk Management & Business Continuity
- Property energy management & efficiency
- SEMP
- Capital Project Management

Regeneration, Planning and Public Protection Services

- Structure / Local Plan
- City Deal
- Planning Policy
- Employability / Employment
- Building Standards
- Development Management
- Green Charter
- Corporate Procurement
- Procurement Strategy
- Conservation / Access
- Commissioning
- Industrial / Commercial Lets
- Social Enterprise / Third Sector Development
- Business development
- Building Services Unit
- Environmental Health
- Trading Standards
- Social Protection
- Community Wardens Service
- Public Space CCTV
- Parking & Environmental Enforcement
- Landlord Registration
- Housing Strategy

Roads and Environmental Shared Services

- Roads repairs maintenance & management
- Design
- Street lighting
- Traffic lights
- Winter maintenance
- Bridge maintenance
- Flood prevention
- Gully emptying
- Parking Strategy
- Traffic management
- Transport Strategy
- Waste Management
- Waste Strategy
- Refuse Collection
- Recycling
- Civic Amenities
- Grounds maintenance
- Burial Grounds
- Street Cleaning
- Fleet and vehicle management
- Public conveniences

2.2 Covid-19

Covid-19 and the associated pandemic has had an unprecedented impact on the economy and the delivery of Council service provision.

To ensure the health and wellbeing of both employees and the public, the Customer Service Centre was closed to the public on Monday 23 March and re-opened offering a limited range of services on a strictly appointment only basis on 15 July 2020.

The Registrars service moved to a different mode of delivery, with the service being provided remotely 7 days a week from 11 April in line with a national agreement.

The Directorate has the responsibility for the management and delivery of the Business Grants Scheme and the Scottish Welfare Fund Payments and the Revenues and Benefits team has been expanded to help meet this demand. As at 8 July the Council had awarded 929 Business Support grants at a total value of £10.274million whilst the Scottish Welfare Fund has seen a more than doubling in the number of Crisis Grant awards. The Council has Operational and Community Recovery Plans in place and is working to government legislation to fully restore provision and support local businesses.

The council's ICT Service rapidly increased home working capacity which allowed a significant number of employees that were not delivering an essential service to work from home, helping to ensure business continuity as far as possible. Additional investment was made in ICT to deliver the new ways of working that were put in place, including the purchase of additional laptops and the introduction of Web-ex, which allowed meetings to continue as normal using video conferencing facilities. The legacy of Covid-19 will be changed methods of working within the Council, especially with regard to home and flexible working which will influence our ICT Strategy going forward.

The collection of garden, food and other recycling initially ceased but has been re-introduced as it became safe to do so. Both Pottery Street and Kirn Drive Recycling Centres reopened in June 2020 and blue bin recycling has also now been reintroduced. Roads and Property repairs are being carried out on an emergency basis with all other works suspended. Ground maintenance initially also ceased but resumed on a prioritised basis from mid-May.

The financial implications arising from the Covid-19 pandemic continue to evolve with both new costs emerging and new funding streams from the UK and Scottish Governments being announced. The latest position is that the Council could face a funding shortfall of approximately £5 million in 2020/21, on the assumption that the IJB will meet all the HSCP increased net costs. Government funding for Food Insecurity and support for the return of schools in August is likely to reduce this net cost.

Officers have been preparing for the future phases of recovery involving the return to the workplace for employees. Whilst respecting the guidance on home working, plans required to be made for the phased return to work by employees that is anticipated through the phasing of the Scottish Government's Route Map. There has been a detailed review of the Council's operational property to ensure compliance with the governmental guidance and to ensure a safe environment for employees and customers. This will mean alterations that will affect all of the Council's main public buildings, libraries and museum, educational estate, offices and depots.

The Directorate's employees have been supported through the corporate Supporting Attendance Policy. An occupational health provider is also available to employees, which includes the offer of counselling provision, to help support mental health and wellbeing.

A full review of the approved 2020/21 Capital Programme has been carried out in view of the significant slippage caused by lockdown. This will be monitored throughout the financial year.

Business recovery rates and the general performance of the economy locally will drive our approach around economic regeneration. The legacy of Covid-19 will have a bearing on how the Directorate operates for many years to come.

2.3 National and local context

In common with all public sector organisations, the Environment Regeneration and Resources Directorate faces a diverse and complex range of challenges and opportunities over the period 2019/22, generated at both a national and local level.

New legislation emerging from the Scottish and UK Governments will directly impact on the nature of the services that the Directorate provides in future years. Legislation and national policy that will impact on this Plan in the coming years include:

- UK final withdrawal from the European Union
- Local Governance Review
- Local Government Election 2022
- GDPR / Data Protection Act 2018
- The Barclay Report: Non-domestic rates review
- Social Security (Scotland) Act 2018
- Health (Tobacco, Nicotine etc. and Care) (Scotland) Act
- Transport (Scotland) Act,
- Well Maintained Highways new Code of Practice
- Planning (Scotland) Bill
- Waste Scotland Regulations 2012
- Purchase to Pay legislation
- Community Empowerment Act

One of the most significant challenges facing the Directorate will be tackling the funding gap and delivering a sustainable budget in future years, whilst at the same time, trying to maintain high quality services. To achieve this, further efficiencies will need to be identified at a time when the scope to do so within services has become increasingly limited.

Our employees are our greatest asset and effective succession planning and workforce development will be vital to help meet the challenges that lie ahead. The Directorate has undergone a substantial reduction in staffing in recent years which resulted in an increased workload for remaining employees. Added to this is that some parts of the Directorate have a predominantly older workforce, which will result in loss of expertise in future years as employees retire from the organisation. This means that there needs to be a focus on upskilling existing employees in order to meet current and anticipated service needs.

2.3 Customer focus

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), Community Councils and other groups. In addition, the Directorate provides support to colleagues within the Council through the functions of Finance, ICT, Procurement, Legal and Property Services.

Our customer engagement takes place through a number of formal and informal routes e.g. in some areas, such as the preparation and production of the Local Development Plan 2, 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.

There are regular meetings with the business community to promote business support products and employability opportunities as well as engagement with local architects and surveyors at times of change to planning and building legislation.

For all major schools projects, extensive consultation takes place with staff, parents and pupils. Customer engagement is also carried out in advance of changes to waste management services and customer views taken on board when redesigning services.

Regular presentations and meetings take place with Registered Social Landlords and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction.

The Directorate also makes use of the Council's Citizens' Panel which is issued twice a year.

The Customer Service Strategy includes carrying out surveys and questionnaires to gather feedback from service users, whilst the Digital Strategy recognises the changing requirements of our customers in respect of the way they interact with the Council.

The Directorate leads on budget consultation with the public, which is now well embedded and involves Community Meetings, feedback via the Council Website and the use of an on-line budget simulator.

Specific areas of consultation carried out within the past year include:

- Community Councils
- Parking strategies
- Annual audit planning process
- Inverclyde Licensing Forum and Taxi liaison
- Satisfaction questionnaires (post-work)
- FMS user survey
- Customer Service Centre Survey

2.4 Equality

The Environment, Regeneration and Resources Directorate is committed to ensuring equality of opportunity in everything that it does. Services carry out equality impact analysis (EIA) on new or significantly changing policies, strategies and procedures, as well as on budget savings. All budget savings were subject to an EIA in 2018/19.

The Council also has a series of Equality Outcomes and every Service in the Directorate will continue to work towards the achievement of these during the next year. Details of the Council's Equality Outcomes can be viewed here [Equality and Diversity](#).

The Council's overarching Equality Outcomes are:

1. Inverclyde Council's employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues
2. Inverclyde's children, citizens and communities are able to access our services and buildings with ease and confidence
3. Measures to prevent and eradicate violence against women and girls are making Inverclyde a place where all individuals are equally safe and respected and women and girls can expect to live free from such abuse and the attitudes that perpetrate it
4. There are no barriers in recruitment, training and promotion opportunities for the Inverclyde Council workforce
5. All Inverclyde residents have an opportunity to share in the area's economic growth

2.5 Sustainability of the environment

The Directorate supports the delivery of the Council's *Green Charter* environmental policy which aims to reduce energy and waste and promote the sustainable use of resources in the Council and across our community. This helps to support improved performance in one of our sustainable development performance indicators i.e. *to reduce CO₂ emissions within the scope of influence of the local authority*, also known as our *area-wide emissions*.

The Directorate makes a significant contribution to the Council's and Scotland's sustainability strategies in a number of service areas, such as recycling and waste reduction initiatives, newer, cleaner less polluting vehicles, electrical charging points for vehicles, lower energy street lighting, the flood action plan and reduced impact road and pavement repairs. In addition, ICT have introduced a number of initiatives to reduce the Council's energy consumption and thereby reducing our Carbon footprint, including energy efficient PCs, whilst Property Services 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 and making waste reduction plans compulsory for Council building contracts.

2.6 Risk Management

The key risks that the Directorate faces include:

- financial - financial pressures are affecting all public sector agencies and the Directorate needs to closely monitor budgets to ensure service delivery remains efficient, effective and value for money;
- reputation – with such a diverse portfolio and front facing services a failure manage delivery or plan for change or could result in adverse publicity and reputational risk;
- legal and regulatory - potential for lack of support and buy-in could lead to non-compliance with legislation; and
- operational and business continuity - potential for lack of consistency regarding definitions of competitiveness, possible inconsistencies in the roll-out of corporate systems and the potential for failure to implement policies and procedures could all have detrimental impacts on operational and business continuity.

The risk management plan is attached at as Appendix 2. Opportunities exist to act in a more corporate manner across Directorates in order to reduce risks and these will be explored over the life of this plan.

2.7 Competitiveness

Competitiveness is a complex area and not simply an issue of delivering services for the least cost. In the public sector, competitiveness can perhaps be better described as *challenge* and *improvement* as this is what the Directorate requires to do to drive continuous improvement and best value.

Our self-evaluation guidance *Are we Getting it Right for Every Child, Citizen and Community?* supports the Directorate to carry out more robust self-evaluation, using data from a variety of sources which informs the development of improvement actions, including those set out in section 5 of this Plan. A variety of processes are used to gather the data which informs ongoing self-evaluation across the Council and is used to develop and adapt services to better meet the needs of customers.

The benchmarking information derived from the Improvement Service's Local Government Benchmarking Framework (LGBF) will also inform areas where the Directorate will focus attention and carry out further detailed internal analysis, in addition to learning from better performing councils and the Directorate participates in the LGBF benchmarking family groups where appropriate. The family group process is used to assess performance, learn from good practice, highlight the Council's own good practice to other authorities and deliver improvement across the councils who make up the groups.

In addition to the LGBF family groups, a number of the Directorate's service areas already participate in well-established benchmarking activity such as:

- Environmental and Public Protection Service – APSE, SCOTS, WMON
- Finance Services – CIPFA, Treasury Management Forum, IRRV, SOCITM
- Regeneration and Planning, SLAED , HOPS, PCA and LABSS

3. Summary of resources

The Directorate's budget for 2020/21 is outlined below.

<u>Service</u>	<u>2020/21</u>		
	<u>Gross Exp</u> <u>£000's</u>	<u>Net Exp</u> <u>£000's</u>	<u>FTE</u>
Director	152	152	1
Property Services	5750	3284	32
Environmental & Public Protection	14687	9643	305
Regeneration & Planning	10119	6866	63
Roads	7606	3601	50
Environment & Regeneration Committee Total	38314	23546	451
Finance Services	36318	8016	114
Legal Services	2443	1845	30
Policy and Resources Committee Total	38761	9861	144
Directorate Total	77075	33407	595

4. Self-evaluation and improvement planning

The Audit Scotland Best Value Assurance Report on Inverclyde Council, which was published in June 2017, acknowledged that the Council has a positive culture of improvement and is an organisation that supports innovation. The report findings also include that Inverclyde Council uses self-evaluation consistently with clear links to improvement plans.

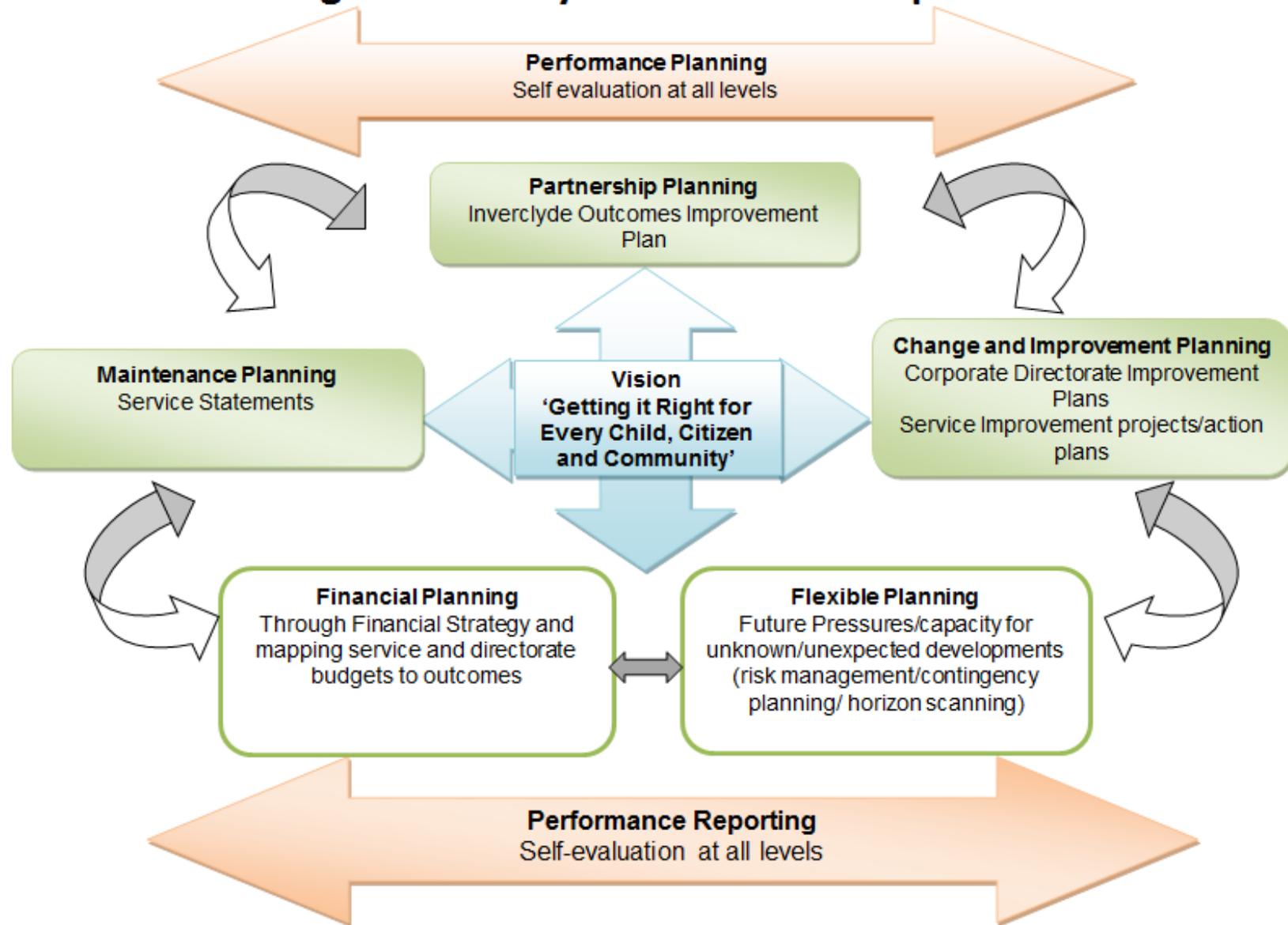
The Improvement Plan for the Directorate for 2019/22 is attached at section 5. It has been developed based on robust self-evaluation using both formal (such as external audit, inspection reports, validated self-evaluation) and informal self-evaluation techniques (such as service self-assessment). This includes but is not limited to:

- Annual external audit of accounts.
- Customer satisfaction - performance and risk management.
- Benchmarking via LGBF and professional Benchmarking Groups.
- IRRV local authority income.
- Customers waiting survey
- Audit Scotland - Fraud and Error Report.
- Audit Scotland Benefits Risk
- Public Service Improvement Framework
- Citizen Panel Feedback
- Public Services Network and Cyber Essentials
- Annual Governance Statement - Council, ALEO's
- Police Integrity Model Gap Analysis
- Public Performance Reporting
- Quality Assurance Process - Internal Audit,
- APSE Benchmarking
- Society of Chief Officers for Transportation in Scotland
- Risk Register
- Planning Performance Report
- Building Standards Benchmarking
- SLAED Economic Evaluation
- European Commission Validation Check
- Employability Programme
- Business Gateway
- LGSE Grouping

All the Directorate services participate in the council's PSIF rolling programme of assessment. By adopting the systematic approach which is embedded in the PSIF process, staff were engaged and able to articulate areas of good practice and service improvement which focused on performance in an open and productive manner.

The diagram on the following page sets out the planning cycle for the Council, including the various levels of planning that take place. All of this requires to be underpinned by self-evaluation. The Corporate Directorate Improvement Plans sit within change and improvement planning but are underpinned by all other aspects of planning, particularly financial planning.

Planning for Delivery and to Secure Improvement



5. Environment, Regeneration and Resources Directorate Improvement Plan

In addition to our improvement priorities, there are also aspects of our work which are ongoing – work that is significant, but nonetheless can be classified as *business as usual*. Such aspects of work are captured in the Service Statement and Standards for each service area, and therefore not included in this Plan. Monitoring of the maintenance or *business as usual* activity is undertaken by individual Directorate and Service Management Teams, as well as through the performance reporting under the Council's Statutory Performance reporting, including the Local Government Benchmarking Framework indicators. Additionally, for specific pieces of work, there are other reporting mechanisms to the Council's committees. A specific focus will be given to performance indicators which fall into the third or fourth quartile, with a view to improvement or understanding the reason behind the performance.

The Directorate Action Plan is set out as shown below and is broken down into Corporate Improvement Actions, Cross Directorate Improvement Actions and Service Improvement Actions.

Section	Actions	Page
5.1	Corporate Improvement Actions	19
5.2	Cross Directorate Improvement Actions	23
5.3	Service Improvement Actions	27

Each improvement action is aimed at helping to deliver at least one of the Council's organisational priorities which are shown below.

Corporate Plan Organisational Priority	Ref
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them	OP2
To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP3
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP4
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP5
To improve the health and wellbeing of our residents so that people live well for longer.	OP6
To protect and enhance our natural and built environment	OP7
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP8
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP9
To develop motivated, trained and qualified employees who deliver quality services that meet the current and anticipated service needs	OP10

Successful Learners

Confident Individuals



Effective Contributors

Responsible Citizens

The Environment, Regeneration and Resources CDIP has a further two years left in its current planning cycle. The Improvement Plan is reviewed annually to ensure that the actions within it remain relevant, that it reflects the current position and also any new challenges that have emerged in the previous year.

This section sets out the refreshed improvement actions for the Environment Regeneration and Resources Directorate.

Improvement Plan Overview	
Environment & Public Protection	Corporate Plan Priority
Clune Park Regeneration	OP7 , OP9
Contracts – Residual Waste	OP7, OP9
Home Energy Efficient Programmes for Scotland (HEEPS)	OP4, OP6, OP9
Strategic Housing Investment Plan	OP4, OP6, OP7
Capital Projects	OP9
Finance	
Welfare Reform – Employees	OP4, OP9, OP10
2021/23 Budget	OP9
Collaboration – Non domestic rates	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
Legal and Property Services	
Asset Management Strategy	OP7, OP9
Information Governance	OP9
Partnership Working	OP9, OP10
Elections	OP10

Regeneration and Planning	Corporate Plan Priority
City Deal	OP1, OP3, OP7
Small and Medium Sized Enterprises (SME) Activity	OP3
Local Development Plan 2	OP1, OP7, OP8
Planning (Scotland) Act 2019	OP2, OP7
Town Centre Regeneration	OP1, OP3, OP7
Collaboration (Roads & Transportation)	
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Sustainable Travel	OP6, OP7
Roads Network / Transport Infrastructure	OP3, OP7, OP9
Roads	OP7,OP9
All Services	
Measuring impact on outcomes	OP9

Corporate Improvement Actions 2019/22

5.1 Corporate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA1	2021/23 Budget	No figures for 2021/23 from the Government and therefore council approved a single year budget in 2020/21	To develop a balanced two year budget that has been approved by Council.	Two year budget developed by March 2021. Calculate funding gap by December 2020. Regular meetings of the MBWG and Joint Budget Group	Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee	Chief Financial Officer	Within existing resources	OP9
CA2	Asset Management Strategy	The Inverclyde Council Corporate Asset Management Strategy 2016/18 requires to be refreshed to reflect the current position. A new strategy has been developed and is currently at the draft stage and requiring formal approval.	The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.	New plan approved by the CMT end September 2020 and submitted for Committee approval thereafter.	Approval of Corporate Asset Management Strategy at Committee. Implementation of Strategy.	Head of Legal and Property Services	Contained within existing budget.	OP7 OP9
CA3	Information Governance	The Council's Freedom of Information Policy was last formally reviewed	The Council's Freedom of Information Policy and associated guidance to	Freedom of Information Policy and procedures are updated to reflect	Finalised Freedom of Information Policy and associated guidance and	Head of Legal and Property Services	Contained within existing budgets.	OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses. A training programme for officers is also needed.	officers is updated.	current practice. Information Management System to manage FOI requests is implemented. A corporate training programme is established. December 2020.	procedures are agreed. Improvement in response times and quality of FOI responses.			
CA5	Measuring Impact on Outcomes	The Audit Scotland Best Value Assurance Report (2017) contained a recommendation that the Council and partners need to better identify the extent of the impact services/partners expect to make to the overall strategic outcomes.	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes and learn from good practice elsewhere. Ongoing	Audit Scotland is assured that Inverclyde Council is able to demonstrate impact on outcomes for all its children, citizens and communities.	Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		<p>Public performance reporting has been strengthened across a range of areas, including:</p> <ul style="list-style-type: none"> • A Corporate Plan Annual Report shows progress in the delivery of our organisational and partnership priorities. • A redesign of the performance webpages to present performance information that shows the progress that is being made in the delivery of priorities and outcomes. • A LOIP Annual Report is also produced by the Inverclyde Alliance. 	<p>Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.</p>	<p>Build on additional performance reporting arrangements that have been put in place in the last 2 years. Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p>				

Cross-Directorate Improvement Actions 2019/22

5.2 Cross-Directorate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CD1	Collaboration and shared strategic management of Roads & Transportation services	Inverclyde and West Dunbartonshire Councils now share a Head of Service across Roads, Waste, Fleet, Street cleaning and Ground Maintenance. A strategic manager is also shared in respect of Waste, Fleet Street cleaning and Ground Maintenance. A strategy has been presented to the Joint committee in terms of collaboration achievements and improved resilience to date.	Further explore opportunities for collaboration	Development of strategy across service areas. Fully agreed with Tus and Members in each Council. 31 March 2021	Delivery of service changes approved at Joint Committee and within Councils and implemented.	Head of Roads & Transportation	Within existing budget	OP7 OP9 OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CD2	Channel Shift	Many customer transactions still take place through traditional channels, which are more costly.	Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Council Tax on line launched January, 2020 Next projects identified and progressed	Monitoring of channel statistics. Reduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications.	ICT Manager/ Revenues and Customer Services Manager	Within existing resources supported by £200k reserve agreed March 2020	OP9
CD3	City Deal	At Ocean Terminal the new cruise ship berthing facility is complete. The Terminal Building commenced on site but work ceased due to Covid. Thereafter, the contractor entered Administration. A final business case for Inverkip is due by early 2021. The design element has been delayed due to Covid-19.	Implementation of projects in respect of: <ul style="list-style-type: none"> Inverkip road infrastructure progressed to FBC Expansion of the quayside and delivery of the Terminal building at Greenock Ocean Terminal having concluded the Options Appraisal Inchgreen project progressed to outline Business Case. 	Delivery of business cases for all projects. Completion of options appraisal and where necessary re-submission of business cases reflecting current situations	Monitor progress towards the achievement of project milestones Reports on progress will be delivered to the City Deal Project Board and the Environment & Regeneration Committee.	City Deal Programme Board	Contained within existing resources	OP1, OP3, OP6

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		Inchgreen - The District Valuer is negotiating with interested parties on the council's behalf regarding their acquisition. The joint venture with Peel Ports is being progressed.						
CA4	Clune Park regeneration	The Clune Park Masterplan is currently being supplemented by the development of a strategy for the wider Eastern Gateway.	Continue progress towards demolition in the area. Publication of the Eastern Gateway Strategy.	Delivery of the key elements of the masterplan.	Completion of the actions contained within the Masterplan. Monitoring and reporting of progress to Committee.	Head of Service Environment and Public Protection Services	Included in Capital Allocation Earmarked reserves identified	OP7 OP9
CD5	Contracts – Residual Waste	Engagement is ongoing with other councils and Zero Waste Scotland. Procurement options are being explored to jointly procure solutions with other local authorities or alternatively procure a solution for Inverclyde separately.	To have an agreed Memorandum of Agreement in place. A waste management supplier has been identified.	Regular meetings between 3 authorities and Zero Waste Scotland to achieve agreement Agreed route to market October 2021	Successful bids delivered through procurement exercise	Head of Service Environment and Public Protection	Subject to approval and outcome of bid	OP9

Service Improvement Actions 2019/22

5.3 Service Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
Environment and Public Protection								
EPP1	HEEPS (Home Energy Efficiency Programmes for Scotland)	IC successfully sourced funds from Scottish Government (SG) – Home Energy Efficiency Programme Scotland – Area Based Schemes (HEEPS ABS) In 2017/18, £1,225,259 funding was received from the Scottish Government. In 2019/20, £1,144,634 funding was received from the Scottish Government. In 2020/21 £1,255,975 has been awarded.	Increase energy efficiency in homes across Inverclyde through the continued delivery of HEEPS. Achieve successful bids in future years. Have in place an agreed plan with RSLs.	Delivery of the key areas of the HEEPS plan Collaborative working Full spend of allocated funding Year 2 - 31 March 2021	There is an overall increase in home energy efficiency across all tenures. Programme is annually funded. Regular programme / progress meetings with the Council's delivery partner the Wise group and RSLs. Delivery of energy efficiency measures to homes is monitored.	Head of Service	Dependant on external SG funding allocation.	OP4 OP6 OP9
EPP2	Strategic Housing Investment Plan (SHIP)	The Council has an approved Strategic Housing Investment Plan for the period	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government	Increase in the number of good quality, affordable homes that meet	Head of Service	Funding of the SHIP programme is direct from	OP4 OP6 OP7

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		2019/20 – 2023/24.		31 March 2021	the needs of our residents		Scottish Government to RSLs.	
EPP3	Environmental Capital Projects	Capital projects have been identified and are progressing for the following: <ul style="list-style-type: none"> - Crematorium - Cemeteries - Vehicle Replacement Programme - Kirn Drive 	Environmental capital projects have been delivered on time and on budget.	Effective project management. Project management meetings to review progress. Ongoing over years 1 and 2.	Capital update reports to Committee. Capital projects are delivered on time and within budget.	Head of Service	Included in Capital Allocation	OP9
Shared Services – Roads								
SSR1	Sustainable Travel	An Active Travel Strategy is in place. Additional funding has been secured to promote Active Travel from SPT and Sustrans and a programme of improvements for cycling and walking delivered. A new programme of investment and associated bids will be made on an annual basis.	There is increased access to active and sustainable travel. Identify external funding opportunities e.g. Sustrans	Implementation of the actions in the Active Travel Strategy. Timescale for delivery is dependent on individual projects and initiatives	Regular reports to Committee on active travel.	Head of Service	Within existing budget Maximising funding opportunities	OP6 OP7

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
SSR2	Roads Network / Transport infrastructure	Roads resurfacing programme has been delivered in full. Some footway works have been delayed into 2020/21 in view of Covid-19. The improved road condition is reflected in annual road condition benchmarking. The National Strategy is not yet complete. A number of transport schemes have been successfully submitted for funding to SPT and Sustrans.	Improvement in the road network safety and condition in line with RAMP. Support economic growth by rolling forward the Local Transport Strategy across Inverclyde and West Dunbartonshire Councils.	Structured collaboration with West Dunbartonshire Council combined with appropriate project management. 31 March 2021	Growth targets supported and delivered. Regular reports to Committee.	Head of Service	Within existing budget Maximising funding opportunities where possible	OP3 OP7 OP9
SSR3	Roads	Roads capital programme has been identified and approved by Committee	Delivery of programme within existing budget and timescale	Regular team meetings and updates Regular budget monitoring against projects Year 2	Capital update reports to Committee Projects delivered on time and within budget	Head of Service	Within existing budget	OP7 OP9

Regeneration and Planning

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
RP1	SME Activity a) Development b) Supplier development	The Business Gateway contract is in place to provide advice and guidance to new and existing businesses in Inverclyde. Meet the Buyer Programmes Events are held. Quarterly construction forum meetings are held involving 50 companies One to one procurement advice is offered by the service.	Maintain or grow the existing company base. Increase level of local government participation for local businesses.	Support local businesses through contract and direct intervention	Business base is maintained at existing levels or has grown. Monitoring of performance through reporting to Committee.	Head of Regeneration and Planning	Within existing resources	OP3
RP2	Local Development Plan 2	The Local Development Plan 2 was adopted last year, however following the decision by the Court of Session to quash the Community and Housing chapters this will require to be addressed and a solution implemented.	To have in place a Housing Policy which reflects the council's requirements	Following legal advice Promotion of a new Policy / Plan	Monitor progress towards the achievement of project milestones.	Head of Regeneration and Planning	Contained within existing resources	OP1 OP7 OP8
RP3	Planning (Scotland) Act 2019	The Planning (Scotland) Act 2019 introduces new responsibilities for planning services and requires a more strategic focus	Implementation of the individual regulations of the Act in line with Scottish Government's guidance.	Partnership working with applicants and developers	Monitor progress towards the achievement of project milestones	Head of Regeneration and Planning	Contained within existing resources	OP7

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
RP4	Town Centres	A number of significant challenges are faced by our town centres in Inverclyde which threatens their future viability. The difficulties facing town centres have been exacerbated by Covid-19.	Working in partnership with the business community to implement a Recovery Plan	Resource allocation	Reduced level of void rates	Head of Regeneration and Planning	Contained within existing resources	OP3
Finance								
FIN1	Welfare Reform – Employees	Universal Credit Service has resulted in a reducing Housing Benefit caseload. Managed migration is on hold.	There is an adequately resourced Benefit and Customer Service Team in place. Clarity on timescales for managed migration and employee implications	Communication with employees and Trades Unions. Regular updates to the Policy and Resources Committee. Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership.	Performance targets are met and a stable workforce is retained.	Revenues and Customer Services Manager	Within existing resources 2.8 FTE reduction in resources agreed March, 2020	OP4 OP9 OP10
FIN2	Non-domestic rates Policy- Unoccupied Premises	Responsibility to be delegated to Councils to set NDR Policy for Unoccupied properties from March,2022	Policy set by the Council and communicated to Rate Payers	Policy Approved by March, 2021 Letters issued April, 2021	Policy Approved	Chief Financial Officer	Within existing resources & Government Grant	OP9

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
FIN3	Cloud Migration Strategy	The majority of current systems are 'on premises'. A review of systems is required.	The review is complete and the recommendations arising from it have been implemented.	Engagement with suppliers and other local authorities.	Approved Ph1 of the strategy by late 2020	ICT Manager	Employee saving approved as part of the 2020/21 Budget.	OP9
Legal and Property								
LPS1	Partnership working	The service works in partnership with the Council and HSCP to deliver on a wide range of strategic priorities e.g. <ul style="list-style-type: none"> - Clune Park - AMP refresh - SEMP completion - 1140 hours for early learning and childcare - City Deal - Community Empowerment - Health and Social Care Integration - SCAI - Vulnerable children and adults Partnership working currently is reactive.	Partnership working is planned and roles and expectations are clear.	Develop SLAs with the relevant services	SLA(s) are complete and approved by relevant partners	Head of Legal and Property Services	Within existing resources	OP10

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
LPS2	Elections	The service has the responsibility for the management and delivery of national and local elections.	An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	Successful completion of the Local Government Election 2022.	Head of Legal and Property Services	Within existing resources	OP10

6. Environment, Regeneration and Resources Directorate Performance Information

Key Performance Measures	Performance				Target 2020/21	Post Covid-19 Targets 2020/21	Lower limit/alarm	2018/19 Rank/national average (where available)
	2016/17	2017/18	2018/19	2019/20				
Council Tax – In year collection level	95.3%	95.5%	95.7%	95.4%	95.5%	90.5%	89%	LGBF indicator – 24 th best performing council in Scotland in 2018/19
Speed of processing changes in circumstances to Housing Benefit	4 days	4days	3.74 days	2.55 days	4 days	4 days	6 days	-
Speed of Processing new claims for Council Tax Reduction (From November 2016)	36 days	30 days	33 days	31 days	34 days	34 days	37 days	-
CSC – Abandoned Calls - Revenue - General	23% 7%	25% 7%	18% 7%	6% 3%	20% 7%	22% 7%	26% 10%	-
Percentage of invoices sampled that were paid within 30 days	96.6%	96.6%	95.86%	96.2%	97.13%	95.0%	93.5%	LGBF indicator – 9 th best performing council in Scotland in 2018/19
ICT Service Delivery Corporate Incident SLA Attainment	96.74%	94.7%	88.8%	90.4%	95%	90%	85%	-
ICT Schools Service Delivery Schools Incident SLA Attainment	91.9%	91.6%	91.1%	90.4%	95%	90%	85%	-
Category 1 Potholes – Make safe/repair within 24 hours of identification	94.3%	100%	100%	100%	90%	-	85%	-
Category 2 Potholes – Make safe/repair within 7 days of identification	74.5%	98.6%	92.8%	100%	80%	-	75%	-
Street Lighting Failed Dark Lamp	89%	85.6%	90.6%	92.3%	92%	-	87%	-
Waste Recycling (households)	53%	57%	56%	Not available	50%*	-	47%	LGBF indicator – 6 th best performing council in Scotland in 2018/19

Key Performance Measures	Performance				Target 2020/21	Post Covid-19 Targets 2020/21	Lower limit/alarm	2018/19 Rank/national average (where available)
	2016/17	2017/18	2018/19	2019/20				
Number of Business/Property Assists	28	27	27	16	25	25	15	-
Percentage of all planning applications decided in under 2 months	90%	87%	80%	84%	90%	85%	80%	-
Percentage of householder planning applications decided in under 2 months	95%	96%	90%	92%	95%	90%	85%	-
Percentage of building warrants assessed within 20 working days of registration	99%	97%	95%	94%	95%	91%	85%	-

* Scottish Government Recycling Target – Service performance is expected to exceed this.

7. Appendix 1: Inverclyde Council Strategic Planning Priorities

SHANARRI Wellbeing Indicator	
Safe	Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.
Healthy	Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
Achieving	Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
Active	Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.

IOIP Strategic Priority	Ref
Inverclyde's population will be stable and sustainable with an appropriate balance of socio-economic groups that is conducive to local economic prosperity and longer term population growth	SP1
There will be low levels of poverty and deprivation and the gap in income and health between the richest and poorest members of our communities will be reduced	SP2
Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.	SP3

Corporate Plan Organisational Priority	Ref
To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit	OP1
To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them	OP2

To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs.	OP3
To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	OP4
To safeguard, support and meet the needs of our most vulnerable families and residents.	OP5
To improve the health and wellbeing of our residents so that people live well for longer.	OP6
To protect and enhance our natural and built environment	OP7
To preserve, nurture and promote Inverclyde's unique culture and heritage	OP8
To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	OP9
To develop motivated, trained and qualified employees who deliver quality services that meet the current and anticipated service needs	OP10

8. Appendix 2: Risk Register

Corporate Directorate Improvement Plan: Environment Regeneration and Resources									
Risk Status as at 31/3/19 for 2019/22 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)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
All	1	F	There is a risk that as resources have been reduced and as more central direction is given on priorities that the Directorate may not be able to deliver actions within the resources outlined thus slowing down improvement delivery	2	3	2	6	DMT	Regular review of capacity and priorities via CDIP reports to Committee. Financial Budget has been set for
All	2	F R LR OC	The ability to retain and/or recruit suitably qualified staff into key roles may impact on the delivery of actions detailed within the Directorate Plan.	3	3	1	9	DMT	Regular review of capacity and priorities via CDIP reports to Committee.
FIN1-FIN3	3	LR	There is a risk that the pace of changes within Revenues and Customer Services will change due to external factors thus leading to abortive work, duplication and uncertainty for customers and employees	3	3	1	9	CFO/ Revs & Customer Services Manager	Regular attendance at external briefings via COSLA /Professional Groups etc and sharing information with peers.

2020-21 DELIVERY PLAN

ROADS & NEIGHBOURHOODS



Index

1. Overview & Profile	2
2. Performance Review	4
3. Strategic Assessment	12
4. Risks	17
Appendix 1: Structure Chart	20
Appendix 2: Action Plan	21
Appendix 3: Quality Standards	24
Appendix 4: Resources	26
Appendix 5: Benchmarking Data	31

1. Overview & Profile

Overview

Roads & Neighbourhood is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Council's priorities (as described in strategic documents such as the Strategic Plan 2017-2022 and Equality Outcomes & Mainstreaming Report 2017-2021) as well as actions to address the performance issues and service priorities identified in our planning process. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at management team meetings and reported to Infrastructure, Regeneration and Economic Development (IRED) Committee at year end.

The Roads & Transportation Service is delivered through a collaboration and shared strategic management model.

Inverclyde and West Dunbartonshire Councils have appointed a shared Head of Service to strategically manage roads and transportation services in both councils. This will create resiliency and efficiency through collaboration.

Profile

There are three distinct services within Roads and Neighbourhood: Roads & Transportation; Fleet and Waste; and Greenspace (including street cleansing). Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Roads & Transportation

Roads & Transportation manages and maintains the Council's road network and associated infrastructure with a combined asset value in excess of £560m. It ensures the Council meets its statutory duty under the Roads (Scotland) Act to maintain roads in a safe condition.

It is also responsible for meeting the requirements of the Flood Risk Management Act through monitoring all watercourses and taking appropriate measures to mitigate the risk of flooding, responding to adverse weather and promoting road safety.

The service manages, maintains and undertakes regular safety inspections of the 367km of public road and 664 km of footways and footpaths. It also manages and maintains over 200 related structures including bridges, underpasses, retaining walls and large culverts and over 16,000 streetlights and illuminated street signs.

Fleet and Waste

This service manages the general waste and recycling collections from all households in the Council area, in-house operations and registered commercial waste users.

The service also procures, manages, maintains and arranges the end of life disposal of the Council's vehicle fleet and manages the client / passenger transport service for Health and Social Care, and Educational Services.

Greenspace

Greenspace operates the Council's grounds maintenance, street cleaning and burial and cremation services under the terms of a Service Level Agreement. The Service Level Agreement is the mechanism by which the Council delivers its policy aims and objectives for the management and maintenance of the Greenspace service. Greenspace also provides outdoor facilities such as football pitches, play areas, allotments and parks, as well as dealing with countryside access, maintenance of woodlands and delivering a ranger service.

Capital Projects

All of the above services have responsibility for a range of capital projects including:

- the upgrade of non-adopted footpaths within open spaces and cemeteries;
- Mountblow Pavilion and 3G pitch;
- new play areas;
- Posties Park running track and pavilion;
- all weather tennis courts;
- Vale of Leven and North Dalnottar cemetery extensions;
- vehicle fleet replacement;
- park and ride schemes;
- flood risk management;
- carriageway reconstruction; and
- principal inspections of structures.

2. Performance Review

The Roads & Neighbourhood management team completed a detailed performance review of 2019/20, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our Citizen Panel survey, monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations.

The performance review highlighted our key achievements in 2018/19 as well as a number of performance challenges to be addressed in 2019/20.

Key Achievements

The key achievements highlighted by the performance review are set out below.

Service Wide

- Service provision previously provided by Greenlight Environmental was taken back in house, continuing both the service and the employment of 40 people. The services have been delivered to a high standard with many compliments being received from service users

Roads & Transportation

- Successfully applied the Minor Civils Framework, a framework for the efficient, effective and compliant procurement of civil engineering and construction contractors.
- Developed and implemented the collaborative approach between Inverclyde and West Dunbartonshire councils to manage the roads service.
- Finalist in the best performer category for street lighting for the APSE Performance Networks Awards 2019.
- Developed the approach for River Leven flood prevention scheme.
- Successfully tendered and awarded the A814 'Connecting Clydebank' project. The Service will continue to maximise external funding opportunities to deliver these projects.

Fleet and Waste

- Introduced 4 additional electric pool cars and 5 electric vans to frontline services to replace 5 existing diesel powered vans.
- Continued to deliver the annual vehicle fleet replacement programme.

- Installed the Stop Safe additional safety enhancement in the waste collection vehicle fleet. (WDC is the first Council in the UK to install this safety enhancement in its waste collection vehicle fleet.)
- Continued with the development of a collaborative arrangement for waste disposal with Argyll & Bute and Inverclyde councils in advance of the forthcoming ban on the landfill disposal of biodegradable municipal waste from 2025.
- Diverted an estimated 18,500 tonnes of household waste from landfill disposal for recycling.

Greenspace

- Achieved green flag status for Levensgrove Park
- Continued to roll out a further 7 new play areas, including the area's first pump track.
- Provided training and employment opportunities for 20 modern apprentices.
- Engaged with over 50 volunteers to carry out environmental improvement work.
- Improved bio diversity through the creation of wildflower areas, bulb planting and planting 700 trees.

Challenges

The key challenges identified by the performance review are set out below:

Demographic of Workforce

West Dunbartonshire Roads Service, as also seen nationally, has an aging demographic within the workforce. The Roads Service will continue to carry out workforce analysis and development and will identify opportunities for apprentices and graduates to allow the Council to plan for the future.

Biodegradable Municipal Waste Landfilled

The tonnage of biodegradable municipal waste that is landfilled has more than halved since 2006/07. However, with 13,790 tonnes landfilled in 2019/20, the target of 12,000 was missed although both short and long trends have improved.

While the existing household kerbside collection systems (blue and brown bin recycling system) are in place to minimise the quantity of biodegradable waste sent to landfill, the Council has no direct control over the proportion of biodegradable waste contained in householders' landfill waste bins or deposited at the household waste recycling centres. However, we will continue work to improve performance by implementing the actions set out in the section below called 'Household Waste Recycled'.

It should be noted that under the terms of the Waste (Scotland) Regulations 2012, biodegradable municipal waste will be banned from landfill disposal from 2025. To ensure that the Council is compliant with the forthcoming landfill ban, the IRED

Committee, at its 21 November 2018 meeting, approved a collaborative procurement/tendering exercise with Argyll & Bute and Inverclyde councils for the reception, transfer, treatment and disposal of municipal solid waste. The procurement procedure was completed but the outcome was unsatisfactory due to the budgetary implications for all three councils and it was ultimately terminated. The three councils are currently liaising with Zero Waste Scotland on the options that are available to secure a cost effective waste treatment solution in advance of the 2025 BMW to landfill ban.

Household Waste Recycled

The recycling rate for 2019/20 was 43.4% (subject to verification by Waste Data Flow), significantly adrift of the 55% target and both short and long term performance has declined.

In 2020/21 we will work to improve recycling and reduce biodegradable municipal waste landfilled by:

- Continuing our current recycling promotional campaigns designed to encourage households to maximise their use of the Council's current kerbside recycling services.
- Producing a revised service delivery model that reflects the predicted reduction in the quantities of plastic bottles, glass bottles and metal drinks cans, currently collected by the Council through its collections systems, as a result of the planned introduction of a national deposit return scheme.
- Following receipt of a Zero Waste Scotland report on its planned 2020 review of the Code of Practice associated with the Household Recycling Charter for Scotland, to which the Council is a signatory, seek Committee approval to trial an alternative service delivery model that is compliant with the revised Code of Practice.

Service Users' Feedback

The Council has a clear focus on learning from the feedback we receive from our service users. Complaints data, monthly telephone surveys and a range of other mechanisms provide invaluable feedback to help us improve our services.

Complaints

Every year, Roads & Neighbourhood are involved in millions of service interactions. Every quarter, for example, there are over 1 million bin collections. The scale of Roads & Neighbourhood's service interactions provides important context to the complaints data that follows.

Between 1 April 2019 and 31 March 2020, Roads & Neighbourhood received a total of 166 complaints, comprising 154 Stage 1 and 12 Stage 2 complaints. During the same period, 119 complaints were closed, 109 at Stage 1 and 10 at Stage 2.

Of the 109 complaints closed at Stage 1, 83 (76%) were resolved within the 5 working days target, with an average of 5 working days for all complaints closed at Stage 1. Of the 10 complaints closed at Stage 2, all were all within the 20 working days target, with an average of 10 days.

59 (54%) of the complaints closed at Stage 1 were upheld and 2 (20%) at Stage 2. These are shown in the tables 1 and 2 below by service area and by complaint category:

Table 1:

Service Area	Upheld Stage 1	Upheld Stage 2
Grounds Maintenance - Burial	2	0
Grounds Maintenance - Dog Fouling	2	0
Grounds Maintenance - Litter Control	3	0
Grounds Maintenance - Open Spaces	7	0
Grounds Maintenance - Parks	2	0
Road Maintenance	7	0
Street Lighting	1	0
Road Safety	7	0
Waste Services - Commercial	2	0
Waste Services - Domestic	20	2
Waste Services - Special Uplifts	6	0
Total	59	2

Table 2:

Complaint Category	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	34	1
Citizen expectation not met – timescales	8	0
Employee behaviour	6	0
Error in Service Delivery	11	1
Total	59	2

The management team will continue to review complaints in order to improve the level of service provided and reduce the number of complaints received. The team action plans developed will include appropriate actions to address the cause of complaints.

Residents' Telephone Survey

A telephone survey of 100 residents is carried out every month to gauge satisfaction levels with a range of Council services. Within Roads & Neighbourhood, this covers roads maintenance, street cleaning, waste services, grounds maintenance/grass cutting, and parks/open spaces. The most recent satisfaction rates and trends are set out below:

% satisfied with:	2018/19	2019/20	Performance Trend
Roads maintenance	33%	41%	↑
Street cleaning service	75%	78%	↑
Waste service overall	87%	82%	↓
Grounds maintenance and grass cutting	82%	75%	↓
Parks and open spaces	82%	84%	↑

Citizens' Panel

Two Citizen Panel surveys were carried out in 2019/20. Full details of these surveys are available from the Council's website and highlights are set out below.

Spring 2019 Survey

- 81% of respondents recycle as much as they can, with 15% stating they would like to do more. Only 4% of respondents rarely recycle or have no interest in doing more.
- When asked how often they use the facilities offered by the Council to support recycling, the blue, grey and brown household bins are the best utilised with more than three quarters of panel members making use of them. Use of the blue bin is highest with almost all members (95%) using it. The kitchen caddy is least used by those who have one with over 1 in 5 not using it at all. 16% of respondents have been provided with the blue bag (which are only issued to flat dwellers) and half of those are not making use of it. Of the 27% who have the outside container for food waste, around two thirds use it. 45% of respondents stated that they did not use the kitchen caddy as they felt it was unhygienic and 23% composted rather than use their brown bin.
- Respondents were also asked how satisfied they were with the current service and facilities provided to support recycling. 80% of members are satisfied or very satisfied with most of the service offered, other than the kitchen caddy with shows only 50% satisfaction levels. Those expressing dissatisfaction with the kitchen

caddy stated that they considered it unhygienic and/or getting replacement bags can be difficult.

- Members were asked what more can be done to make food recycling better or easier. Almost half (44%) of comments were about the collection process. Members stated they would like to see an increase in the collection cycle in the summer months to make it more hygienic. Some noted specifically that they would not be supportive of any reduction on the collection cycle. Over one third (35%) of members stated that there could be improvement to the current containers and that biodegradable bags should be issued regularly during the collection process, or be made more easily accessible.
- Respondents also stated that they felt more regular updated guidance on waste / recycling and the collection cycle would be helpful, with some suggesting this should be posted on reusable weather proof pockets on the bins. Alternatively there was a view that rather than relying on doorstep recycling, investment would be best placed developing a collection plant where materials were separated correctly to get the best results.

Winter 2019 Survey

This survey, which reported in early 2020, focused on user satisfaction with a range of Council services. The table below highlights the highest rated aspects of each service as well as areas for improvement.

Service	Best Aspect	Area for Improvement
Street Cleaning	Keeping the streets free from litter	Keeping the streets free from dog fouling
Grounds & Grass Cutting	Clean and tidy appearance of parks and gardens	Grass cutting
Waste & Recycling	Provision of garden waste collection service	Special uplift service
Roads Maintenance	Information provided when roadworks are underway	Condition of roads

We will continue to review feedback from Citizens' Panel surveys and identify how we can address any issues that emerge.

Continuous Improvement

Self-Evaluation Programme

The Council recently completed a three year self-evaluation programme using a checklist approach implemented through an online survey. As part of this, self-evaluations of Roads & Transportation and Greenspace were carried out in late 2019. The resulting

improvement actions were due to be taken forward in 2020/21, although the coronavirus pandemic may delay this. Once all actions have been fully implemented, follow up surveys will be scheduled to determine their impact.

Now that the first three year programme is complete, we are reviewing the process to inform the development self-evaluation going forward.

Benchmarking

The Council has a three year programme to ensure that all services benchmark their performance in relation to service delivery, cost and user satisfaction. Within Roads & Neighbourhood, this is carried out via the Local Government Benchmarking Programme (LGBF) and the Association for Public Service Excellence (APSE).

Local Government Benchmarking Framework (LGBF)

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework. It comprises service delivery, cost, and satisfaction indicators covering all major service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19. The indicators for Roads & Neighbourhood are set out in the table at Appendix 5.

Association for Public Service Excellence (APSE)

Roads participate in an annual benchmarking exercise managed by APSE performance networks, a large voluntary public sector benchmarking service covering England, Scotland, Wales and Northern Ireland that is used by over 200 local authorities.

The most recent comparative data for Roads was published in February 2020 and relates to the period 2018/19. The APSE report ([hyperlink when published](#)) sets out the details.

Employee Survey

38% of Roads & Neighbourhood employees completed the Employee Survey. The results, published in November 2019, highlight areas of high and improved satisfaction across R&N as a whole as well as areas for improvement at service level:

High satisfaction

- 90% have a clear understanding of their role and responsibilities;
- 86% feel that their direct line manager is sufficiently approachable; and
- 75% feel they are treated fairly and consistently at work.

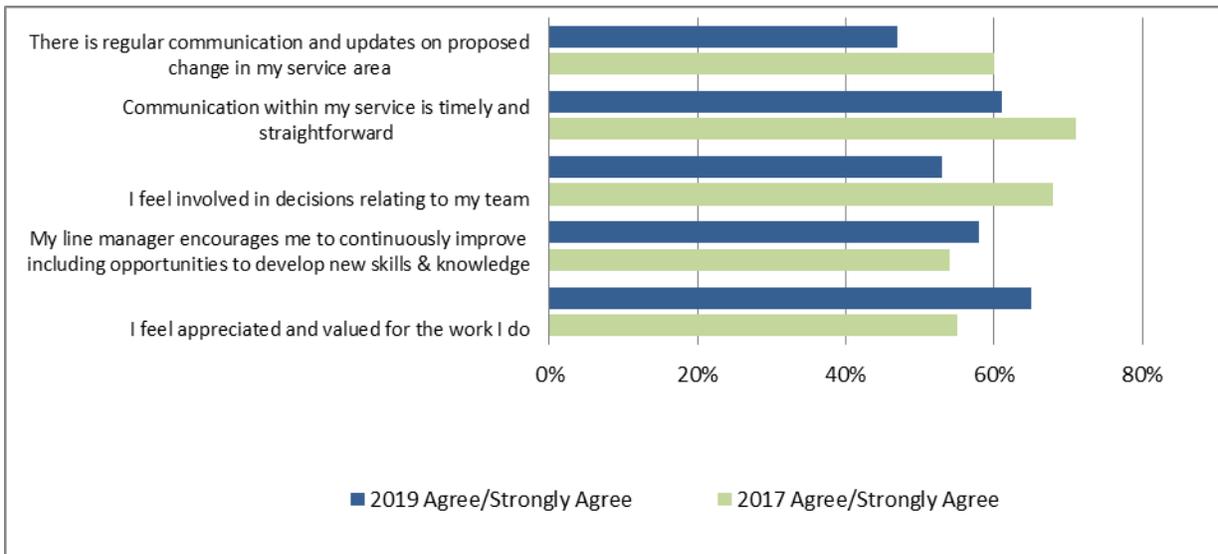
Evidence of improvement

- I feel appreciated and valued for the work I do, up 10 percentage points (pp) to 65%; and
- My line manager encourages me to continuously improve including opportunities to develop new skills and knowledge, up 4pp to 58%.

The results also highlighted that communication was a key area for improvement. To address this, we will:

- establish working groups with workforce representatives and Trade Unions to address operational concerns and ensure they are reviewed and included within risk assessments and working procedures; and
- ensure team meetings continue to take place virtually as a result of the coronavirus pandemic.

Indicators recording significant improvement and areas of focus are set out below:



Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for Roads & Neighbourhood are set out in Appendix 3. These will be monitored and managed by the Roads & Neighbourhood management team on a regular basis and reported annually to IRED Committee.

3. Strategic Assessment

The Roads & Neighbourhood management team completed a detailed strategic assessment to determine the major influences on service delivery and priorities in 2020/21 and beyond. This covered a review of the financial context, local and national political priorities, new legislation and technology, and Council policies among others. The following factors were identified as significant:

Key Factors

Financial Context

The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

This will undoubtedly mean that within our service area, available funding will be reduced and we will need to change how we do our jobs, what we do, where we work, and may reduce the number of people employed.

Roads & Neighbourhood Services Collaborative Programme

In January 2019, Council introduced a shared management model for Roads & Neighbourhood, focusing initially on Roads. This was extended to include Neighbourhood Services in October 2019.

In 2020/21 we will:

- introduce a shared management model for Fleet & Waste; and
- develop a business case and implementation plan for further collaboration within Roads & Neighbourhood.

Transport (Scotland) Act 2019

The Transport (Scotland) Act, promoted by the Scottish Government, received Royal Assent in November 2019. It will have a very significant impact on local authorities in relation to a number of areas including pavement parking, low emission zones and municipal bus companies.

In 2020/21 we will:

- review the implications for West Dunbartonshire and identify any specific actions in response to the legislation. This will depend on guidance being issued by the Scottish Government.

National Transport Strategy

In 2019 the Scottish Government consulted with all stakeholders on a review of the National Transport Strategy. The results will inform both the regional and local transport strategies.

In 2020/21 we will:

- review the implications for West Dunbartonshire and reflect the outcomes in our local strategy.

Scottish Government Funding for the Transition to Electric Vehicle Fleet

The Council has been awarded Scottish Government funding to introduce further electric vehicle charging points over the coming years to support the transition to electric vehicle fleet.

In 2020/21 we will:

- continue to collaborate with the Scottish Government to identify opportunities for electric vehicle charging points.

Climate Change

Roads & Neighbourhood continues to contribute to the reduction in the Council's carbon emissions through upgrading street lighting to LEDs, providing nearly 640 park and ride car parking spaces, encouraging and supporting modal transport shift, introducing electric vehicle charging points, supporting the use of pool bikes, and extending the use of pool cars, improving our recycling performance, reviewing the composition of the vehicle fleet, increasing areas of biodiversity and removing mercury from all cremations.

While these actions and those of other services across the Council contribute positively to slowing climate change, it continues to have a significant impact on all Council services.

Responding to disruptive weather events (intense rainfall, flooding, storms and high winds) increases pressure on all resources, (staff, equipment, budgets), impacts on day to day and planned service delivery, and often adversely affects the Council's reputation.

The growing season is now nearly 5 weeks longer, lasting from March until November. This is impacting on our resources, including seasonal staff, and how we deliver services effectively and efficiently. Our services must adapt to meet these and other challenges resulting from climate change.

In 2020/21 we will:

- progress the Gruggies Burn flood alleviation scheme;
- review the proposed actions and interventions arising from the River Leven flood study;
- participate in the Loch Lomond flood study; and
- review service delivery model within the Greenspace service to recognise the seasonal nature of the service.

Waste (Scotland) Regulations 2012

In accordance with the Waste (Scotland) Regulations 2012, biodegradable municipal waste (BMW) was to be banned from landfill disposal from 1 January 2021. In September 2019 the Scottish Government announced that the ban implementation would be deferred until 2025. The reason for the decision to defer the original implementation date is the current under provision within Scotland of waste treatment facilities to treat the quantities of BMW that requires to be disposed of. At its 21 November 2018 meeting, the IRED Committee approved a collaborative procurement/ tendering exercise with Argyll & Bute and Inverclyde councils for the reception, transfer, treatment and disposal of municipal solid waste. The joint procurement / tendering exercise was completed. However, there was a negative outcome insofar as the sole tender submitted was evaluated and determined to be unaffordable for all three councils. This outcome is a reflection of the current under provision of waste treatment facilities in Scotland.

In 2020/21 we will:

- continue to work collaboratively with Argyll & Bute and Inverclyde councils to secure a best value contract for the reception, transportation, treatment and compliant disposal of biodegradable municipal waste;
- in collaboration with Argyll & Bute and Inverclyde councils, liaise with Zero Waste Scotland to establish the governmental support that may be available to assist the councils in achieving an affordable and compliant solution for the treatment biodegradable municipal waste; and
- to improve the Council's ability to access waste treatment facilities in central Scotland, we will produce a business case for the development of a waste transfer station within the Council's boundary.

Deposit Return Scheme (DRS)

A deposit return system for PET plastic bottles, metal drinks cans and glass bottles has been approved by the Scottish Government. The potential impact of the DRS

scheme on the Council's current kerbside and community recycling facilities has been assessed using the Zero Waste Scotland DRS assessment tool. The assessment indicated that up to 4,000 tonnes of the material currently collected through the Council's collection services will be removed as residents choose to return their drinks containers to the retailer in order to redeem the deposit (20p per item) they were charged at the point of purchase. Originally due to be implemented nationally during 2021, this has been delayed by the Scottish Government as a result of the pandemic and is now likely in 2021/22.

In 2020/21 we will:

- review the implication of the delay to the introduction of the scheme and as strategy is developed, reflect when this may be introduced.

Reducing CO² emissions from the Vehicle Fleet

In 2020/21 we will:

- liaise with and contribute to the work of colleagues in the Energy and Compliance team in the development of a Climate Change Strategy that will ensure that the conversion of the current diesel powered vehicle fleet to a low /zero emissions vehicle fleet is implemented in a planned and sustainable way. This will be done via our Fleet Strategy that is regularly reviewed.

Pesticides Regulations (EU)

Legislation surrounding the use of pesticides continues to change and this will have an impact on our ability to continue with the present level of weed control. Alternative delivery methods will be labour intensive.

In 2020/21 we will:

- appoint a bio-diversity officer; and
- develop more areas of biodiversity that do not require weed control.

Community Empowerment Strategy

The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. It details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an engagement process with local community organisations and citizens, the strategy sets out objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support the implementation of the strategy, a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. R&N will fully support the development of these actions and is already

supporting community empowerment in relation to the food growing strategy and allotments – see below.

Community Empowerment Act - food growing strategy/allotments

The Greenspace service currently manages two allotment sites in Dumbarton. There is a 10 year waiting list for allocation of an allotment. The Community Empowerment Act places an obligation on Local Authorities to provide sufficient allotments for its residents. There is an allocation of £400k in the Council's capital plan to develop new allotment sites. The challenge is to identify suitable sites that are not contaminated.

In 2020/21 we will:

- deliver a suitable new allotment site with provision for 40 traditional plots; and
- finalise a food growing strategy for West Dunbartonshire.

Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Roads & Neighbourhood priorities and outcomes for 2020/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported to IRED Committee at year end.

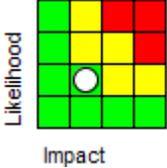
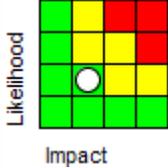
4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services (i.e. employees, partners, contractors and volunteers) or service users and clients in receipt of the services provided.

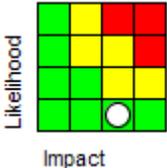
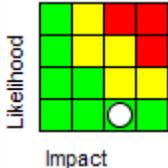
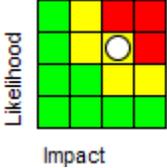
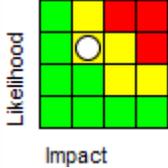
The Roads & Neighbourhood management team has shared responsibility for one of the Council's strategic risks: Council assets not fit for purpose. In addition, the management team identified service specific risks for 2020/21. Actions to mitigate these risks are set out in our delivery plan at Appendix 2 or in our operational plans, with the aim of improving or maintaining the current position (i.e. the current risk score).

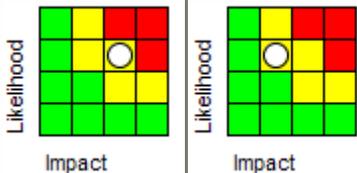
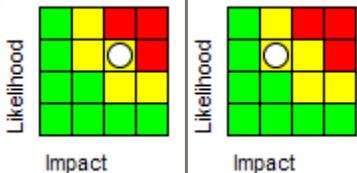
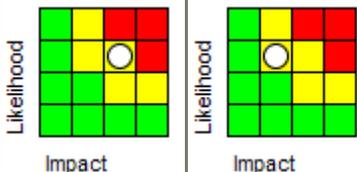
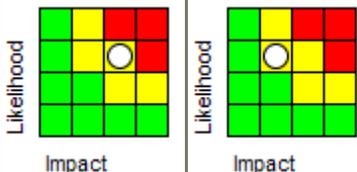
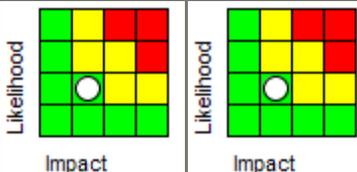
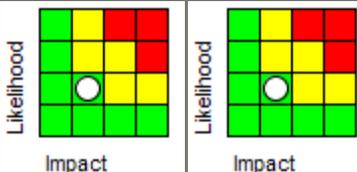
Strategic and service risks are detailed in the tables below:

Strategic Risk:

Risk	Description	Current Risk Score	Target Risk Score
Councils Assets	That the Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Assets included in this assessment are; the Council's property portfolio, housing stock, roads and lighting, fleet and open space.		

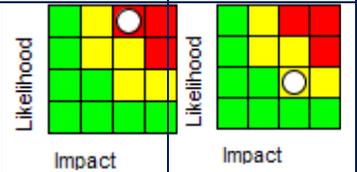
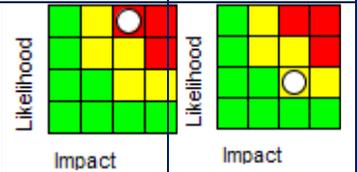
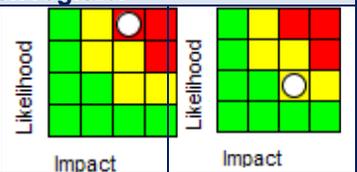
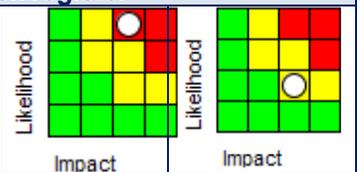
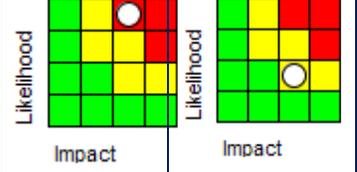
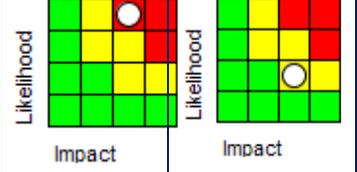
Service Risks:

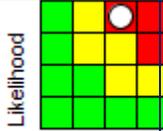
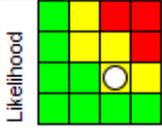
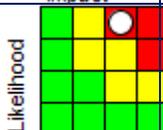
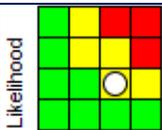
Title	Description	Current Risk Score	Target Risk Score
Challenge to delivery of burial and cremation services	A number of factors may impact on ability to deliver these services. For example a pandemic would create significant immediate demand on services.		
Impact of major adverse weather incidents on services	A significant period of adverse weather may result in failure to deliver key operational functions of R&N services.		

Title	Description	Current Risk Score	Target Risk Score
Failure to maintain road network during adverse weather	A significant period of adverse weather may result in failure to deliver key operational functions of Roads & Transportation services and other Council services.		
Failure to manage and maintain the road network effectively	Failure to manage and maintain the road network effectively will have an adverse impact on user safety, traffic movement, air quality, economic growth and reduce access to facilities and amenities. The Council's reputation as a place to live and work with access to employment, education, leisure and health opportunities would be adversely affected.		
Inability to deliver priority services as a result of fuel shortages	A fuel shortage would significantly impact on our ability to provide priority service across West Dunbartonshire.		

COVID-19 Risks

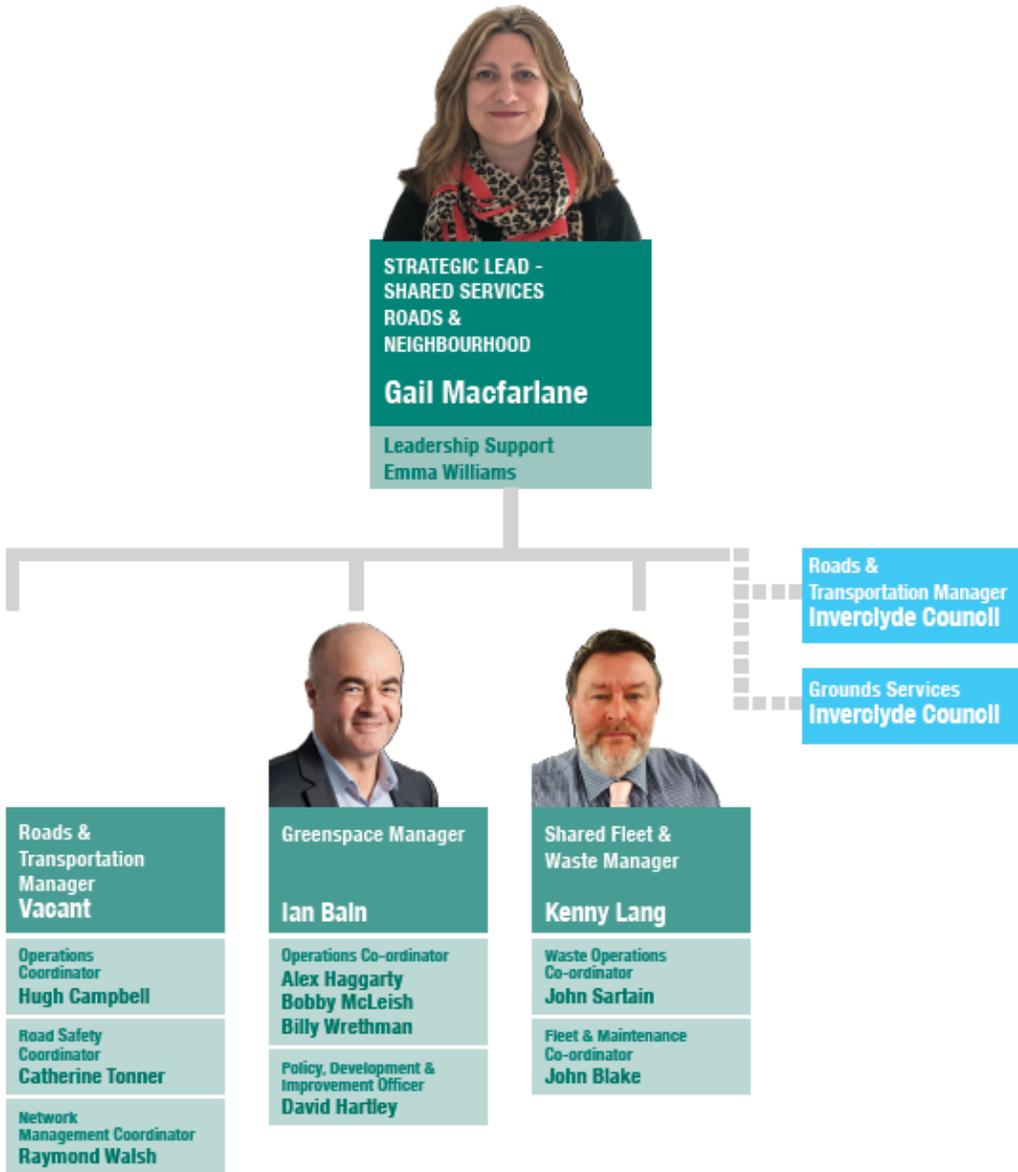
This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for Roads & Neighbourhood services and mitigate them where possible.

Risk	Description	Current Risk	Target Risk
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of COVID-19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001		
Sub-risks – All COVID-19 sub risks are managed via operational risk register			
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.		
Service Delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.		

Sub-risks			
Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.		
Public Uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.		

Appendix 1: Structure Chart

REGENERATION, ENVIRONMENT & GROWTH
STRATEGIC LEADS



Appendix 2: Action Plan

	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
--	--

	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
--	--

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
% of adults satisfied with parks and open spaces	LGBF PIs – available February 2021	80%	N/A			80%	Ian Bain
% of adults satisfied with refuse collection		91%				91%	Kenny Lang
% of adults satisfied with street cleaning		82%				82%	Ian Bain

	Efficient and effective frontline services that improve the everyday lives of residents
--	---

	A committed and skilled workforce
--	-----------------------------------

Action	Start Date	Due Date	Assigned To
Establish working groups within R&N comprising workforce representatives and Trade Unions to address operational concerns	1-Apr-2020	31-Mar-2021	Gail Macfarlane
Ensure team meetings continue to take place virtually as a result of the pandemic	1-Apr-2020	31-Mar-2021	Gail Macfarlane

	Sustainable and attractive local communities
--	--

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Tonnage of biodegradable municipal waste landfilled	13,790	12,000				13,300	Kenny Lang; John Sartain
% Residents satisfied with roads maintenance	41%	41%				41.5%	Karen Connelly

Performance Indicator	2019/20					2020/21	Assigned To
	Value	Target	Status	Long Trend	Short Trend	Target	
Cost of parks & open spaces per 1,000 population	LGBF PIs – available February 2021	£38,000.00	N/A			£38,000.00	Ian Bain
Net waste collection cost per premises		£55.80				£55.80	Kenny Lang
Net waste disposal cost per premises		£134.00				£134.00	Kenny Lang
Net cost of street cleaning per 1,000 population		£19,500.00				£19,500.00	Ian Bain
Street Cleanliness Index - % Clean	91.5	92.6				92.8	Ian Bain
Road maintenance cost per kilometre	£11,435.00	£14,000.00				£14,000.00	Derek Barr; Raymond Walsh
% of Class A roads that should be considered for maintenance treatment	21.7%	24%				24%	Derek Barr; Raymond Walsh
% of Class B roads that should be considered for maintenance treatment	23.97%	24.5%				24.5%	Derek Barr; Raymond Walsh
% of Class C roads that should be considered for maintenance treatment	33.4%	30%				30%	Derek Barr; Raymond Walsh
Percentage of unclassified roads that should be considered for maintenance treatment	35.9%	37%				37%	Derek Barr; Raymond Walsh
% of total household waste that is recycled	43.4%	55%				58%	Kenny Lang; John Sartain
Percentage of all street light repairs completed within 7 days	97.5%	99%				99%	Derek Barr; Raymond Walsh

Action	Start Date	Due Date	Assigned To
Finalise the delivery of a suitable new allotment site with provision for 40 traditional plots	1-Apr-2020	31-Mar-2021	Ian Bain
Finalise a food growing strategy for West Dunbartonshire	1-Apr-2020	31-Mar-2021	Ian Bain
Develop more areas of biodiversity that do not require weed control	1-Apr-2020	31-Mar-2021	Ian Bain
Appoint a bio-diversity officer	1-Apr-2020	31-Mar-2021	Ian Bain
Develop the Roads Costing System and deliver the implementation plan	1-Mar-2020	31-Mar-2021	Ian Bain
Introduce a shared management model for Fleet & Waste	1-Apr-2020	31-Mar-2021	Gail Macfarlane
Develop a business case and implementation plan for further collaboration within Roads & Neighbourhood	1-Apr-2020	31-Mar-2021	Gail Macfarlane
Review the implications of The Transport (Scotland) Act 2019 for West Dunbartonshire and identify any specific actions in response to	1-Apr-2020	31-Mar-2021	Raymond Walsh

Action	Start Date	Due Date	Assigned To
the legislation			
Review the implications of the National Transport Strategy for West Dunbartonshire and reflect the outcomes in our local strategy	1-Apr-2020	31-Mar-2021	Raymond Walsh
Continue to collaborate with the Scottish Government re funding for the transition to electric vehicle fleet and identify opportunities for electric vehicle charging points	1-Apr-2020	31-Mar-2021	Raymond Walsh
Progress the Gruggies Burn flood alleviation scheme site investigation and design development	1-Apr-2020	31-Mar-2021	Raymond Walsh
Review the proposed actions and interventions arising from the River Leven flood study	1-Apr-2020	31-Mar-2021	Raymond Walsh
Participate in the Loch Lomond flood study	1-Apr-2020	31-Mar-2021	Raymond Walsh
Continue to work collaboratively with Argyll & Bute and Inverclyde Councils to develop a best value proposal for procuring the reception, transportation, treatment and compliant disposal of biodegradable municipal waste	1-Apr-2020	31-Mar-2021	Kenny Lang
Liaise with Zero Waste Scotland to establish the governmental support that may be available to assist councils in achieving an affordable and compliant solution for the treatment of biodegradable municipal waste	1-Apr-2020	31-Mar-2021	Kenny Lang
Produce a business case for the development of a waste transfer station within the Council's boundary in order to improve the Council's ability to access waste treatment facilities in central Scotland	1-Apr-2020	31-Mar-2021	Kenny Lang
Review the implications of the delay to the introduction of the Scottish Government's Deposit Return Scheme and as a strategy is developed, reflect when this may be introduced	1-Apr-2020	31-Mar-2021	Kenny Lang
Produce a revised service delivery model that reflects the predicted reduction in the quantities of plastic bottles, glass bottles and metal drinks cans, currently collected by the Council through its collections systems, as a result of the planned introduction of a national deposit return scheme	1-Apr-2020	31-Mar-2021	Kenny Lang
Following receipt of a Zero Waste Scotland report on its planned 2020 review of the Code of Practice associated with the Household Recycling Charter for Scotland, to which the Council is a signatory, seek Committee approval to trial an alternative service delivery model that is compliant with the revised Code of Practice	1-Apr-2020	31-Mar-2021	Kenny Lang
Continue our current recycling promotional campaigns designed to encourage households to maximise their use of the Council's current kerbside recycling services	1-Apr-2020	31-Mar-2021	Kenny Lang
Drawing from our Fleet Strategy, contribute to the development of a Climate Change Strategy to ensure conversion of the current diesel powered vehicle fleet to a low /zero emissions vehicle fleet is implemented in a planned and sustainable way	1-Apr-2020	31-Mar-2021	Kenny Lang

Appendix 3: Quality Standards

West Dunbartonshire Council has a Good Governance Code based on guidance from CIPFA (Chartered Institute of Public Finance & Accountancy). It sets out a range of principles which the Council should adhere to, and details the behaviours and actions which demonstrate good governance in practice. The Council's compliance with this Code is reviewed each year and a supporting action plan is developed to improve compliance.

As part of the Good Governance Code, we must consider our approach to quality standards. Quality standards help to define what service users can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

The quality standards for Roads & Neighbourhood are set out below, together with performance in 2019/20 and targets for 2020/21. They will be monitored and managed regularly by the management team and reported annually to the relevant service committee, together with this delivery plan.

Fleet & Waste

Quality Standard	Performance Indicator	2019/20			2020/21
		Value	Target	Status	Target
We will collect bins reported by householders as missed within 3 working days of report	Percentage of missed bins collected within 3 working days of being reported	98%	100%		100%
We will remove abandoned vehicles from public land within 14 calendar days	Percentage of abandoned vehicles that require to be removed by the council that are removed within 14 days	100%	100%		100%

Greenspace

Quality Standard	Performance Indicator	2019/20			2020/21
		Value	Target	Status	Target
We will remove offensive graffiti within 24 hours of being reported	Percentage of offensive graffiti removed within 24 hours of being reported	100%	100%		100%

Quality Standard	Performance Indicator	2019/20			2020/21
		Value	Target	Status	Target
We will remove non-offensive graffiti within 5 working days of being reported	Percentage of non offensive graffiti removed within 5 working days of being reported	100%	100%		100%

Roads & Transportation

Quality Standard	Performance Indicator	2019/20			2020/21
		Value	Target	Status	Target
We will repair emergency road related defects within 2 hours of being reported	Percentage of emergency road related defects repaired within 2 hours of being reported	100%	100%		100%
We will repair serious road related defects (Category 1) within 2 working days of being reported	Percentage of serious road related defects repaired within 2 working days of being reported	100%	100%		100%
We will repair non-serious road related defects (Category 2) within 7 working days of being reported	Percentage of non serious road related defects repaired within 7 working days of being reported	100%	100%		100%
We will repair routine road related defects (Category 3) within 28 working days of being reported	Percentage of routine road related defects repaired within 28 working days of being reported	90%	100%		100%
We will complete traffic light repairs within 48 hours of being reported	Percentage of all traffic light repairs completed within 48 hours	99.3%	100%		100%
We will complete street light repairs within 7 days of being reported	Percentage of all street light repairs completed within 7 days	97.5%	99%		99%

Appendix 4: Resources

Financial

The 2020/21 net revenue budget for Roads & Neighbourhood is £13.530m (updated following budget review on 01/08/20). In addition, the service has a capital budget of £19.237m. Details of both the revenue and capital budgets are set out in the table below.

We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

2020/21	Expenditure £m	Income £m	Net £m	Capital Budget £m
Roads and Neighbourhood Services	27.595	14.065	13.530	19.237

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Waste refuse disposal tonnage costs - 2020/21 budget £4.409m
This cost is dependent on level of waste produced by households and levels of recycling . Based on current year projections, the budget is sufficient if current levels remain constant. However, if it varies by 5%, the cost could range between £4.189m and £4.630m.
- Transport fuel costs - 2020/21 budget £1.121m
The price of petrol/diesel can fluctuate a great deal based on market prices. Whilst prices have fluctuated up and down throughout the last few years, the overall cost per annum has generally remained consistent. Sustained price fluctuations of 5% would result in the costs ranging from £1.065m to £1.177m.

Employees

Absence in 2019/20

The quarterly absence statistics for Roads & Neighbourhood are shown below together with the Council average for the same periods for comparison. The annual figure for R&N was lower than the Council average for 2019/20:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Roads & Neighbourhood	2.69	3.19	2.88	4.27	9.63
Council Wide Total	2.83	2.54	3.50	3.35	10.25

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 1 April 2020) is as follows:

Section	Headcount	Full Time Equivalent
Fleet and Waste	137	131.80
Greenspace	196	186.20
Roads & Transportation	98	66.63
Roads & Neighbourhood Total	431	384.63

Annual Workforce Plan

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The workforce plan for 2020/21 is set out below:

1. Addressing the gap between current workforce supply and predicted future demand
<p>Strategy Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover and through shared services</p> <p>Expected Outcome</p> <ul style="list-style-type: none"> . Gap is addressed whilst: . Protecting critical roles and addressing any associated recruitment and retention risks . Ensuring service priorities are met

. Avoiding or minimising risk of voluntary or compulsory redundancy

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review service delivery requirements to accommodate changes relating to COVID 19	Existing Resources	Resource requirements reviewed on an ongoing basis.	31-Mar-2021	Ian Bain; Raymond Walsh
Implementation of 2020/21 management adjustments to achieve targeted budget requirements.	Existing Resources	Monitored via Pentana	31-Mar-2021	Ian Bain; Raymond Walsh
Develop service delivery model that meets the challenges caused by climate change, including extended growing season and more extreme flooding events.	Resources	Monitored via Pentana	31-Mar-2021	Ian Bain; Raymond Walsh
Scope further shared service initiatives for progression within Environment and Neighbourhood	Strategic Lead/HR/Project team	Development of business and implementation plan	31-Mar-2021	Gail Macfarlane

2. Addressing the gap between current and required additional workforce capabilities

Strategy

Develop and implement training plans to enable capabilities to be developed within existing workforce

Expected Outcome

Gap is addressed whilst:

- . Ensuring value for money in terms of training solutions
- . Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
- . Providing career progression opportunities within workforce
- . Ensuring service priorities are met as a result of application of those capabilities
- . Maximising in-house delivery model

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Undertake a training needs assessment to identify training needs to address the gap in capabilities identified in the workforce plan	HR/OD	TNA complete training identified and included in training plan	31-Mar-2021	Ian Bain; Raymond Walsh
Continue to support culture of continuous improvement, developing quality improvement skills across middle managers	OD Team Senior Managers	Improved skills, service improvements, improved project managements skills	31-Mar-2021	Ian Bain; Raymond Walsh
Development and implementation of training plans to enable capabilities to be developed within existing workforce	Time	Quarterly review	31-Mar-2021	Ian Bain; Raymond Walsh
Continue to explore opportunities for cross organisational working	Time	Ongoing utilisation of programmes	31-Mar-2021	Ian Bain; Raymond Walsh
Continue to explore shared services	Senior	Project delivery plan	31-Mar-	Ian Bain;

opportunities to collaborate on procurement, delivery of projects and knowledge sharing	managers	identifying joint working actions	2021	Raymond Walsh
---	----------	-----------------------------------	------	---------------

3. Improve integration across teams within the Strategic Lead Area

Strategy
Undertake service review to establish synergies between teams and develop new ways of cross functional working.

Expected Outcome

Service priorities are delivered in a more seamless, holistic and efficient way.

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review and scope structure options to improve service delivery	Service Manager/HR	Improvements identified	31-Mar-2021	Gail Macfarlane
Implementation of Restructure Project Plan	Service Managers/HR	Action Plan to implement developed	31-Mar-2021	Gail Macfarlane
Identify and support relevant projects for continuous improvement	Service Managers/HR	Service improvements	31-Mar-2021	Gail Macfarlane
Continue to support the implementation of the Employee Wellbeing Strategy including providing representation on Employee Wellbeing Advocate and Managers Group.	Time	Improved employee engagement, lower sickness absence rates	31-Mar-2021	Ian Bain; Raymond Walsh
Embed 'Be the Best' conversations into organizational culture to ensure opportunities exist to recognize employee contribution, employee wellbeing and learning and development.	Time	Improved employee engagement, communication and performance	31-Mar-2021	Ian Bain; Raymond Walsh

4. Lack of resilience across teams within the Strategic Lead Area

Strategy
Develop and implement training plan in relation to critical roles.

Expected Outcome

Improved resilience across teams and retention of knowledge and skills associated with critical roles.

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Implement succession planning to address single points of failure identified through workforce planning exercise	Service Managers	Review 6 monthly	31-Mar-2021	Gail Macfarlane
Identify and include training requirements in training plan to enable career progression within existing workforce	Budget	Review 6 monthly	31-Mar-2021	Gail Macfarlane

5. Addressing the gap in relation to existing required workforce capabilities

Strategy
 . Training identified and discussed 'Be the Best Conversations' and included in training plan
 . Development and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome

Gap is addressed, whilst:

- . Individual capabilities and development achieved within existing workforce
- . Service priorities are met as a result of the application of those capabilities

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Development and implementation of associated training plans to enable capabilities to be developed within existing workforce	HR/OD/ budget	Completion of training and evidence of improved performance	31-Mar-2021	Ian Bain; Raymond Walsh

Appendix 5: Benchmarking Data

Local Government Benchmarking Framework (LGBF)

Description	2017/18 Value & Rank*	2018/19 Value & Rank*	Scotland 2018/19	2018/19 Vs 2017/18 Performance	Change in Rank
Cost of maintenance per kilometre of roads (ENV4a)	£12,850 19	£10,964 17	£9,417	↑	↑ Up 2 places
Percentage of A class roads that should be considered for maintenance treatment (ENV4b)	26.82% 18	28.48% 19	30.03%	↓	↓ Down 1 place
Percentage of B class roads that should be considered for maintenance treatment (ENV4c)	18.56% 2	21.73% 3	35.71%	↓	↓ Down 1 place
Percentage of C class roads that should be considered for maintenance treatment (ENV4d)	30.58% 12	33.40% 14	36.25%	↓	↓ Down 2 places
Percentage of unclassified roads that should be considered for maintenance (ENV4e)	33.63% 12	35.06% 14	38.25%	↓	↓ Down 2 places
Cost of parks and open spaces per 1,000 population (C&L4)	£40,379 32	£41,479 32	£20,174	↓	No change
Percentage of adults satisfied with parks and open spaces (C&L5b)	90.33% 4	88.83% 6	84.83%	↓	↓ Down 2 places
Net cost of waste collection per premise (ENV1a)	£39.36 1	£41.30 2	£67.45	↓	↓ Down 1 place
Net cost of waste disposal per premises (ENV2a)	£117.08 26	£118.53 27	£97.29	↓	↓ Down 1 place

Description	2017/18 Value & Rank*	2018/19 Value & Rank*	Scotland 2018/19	2018/19 Vs 2017/18 Performance	Change in Rank
Net cost of street cleaning per 1,000 population (ENV3a)	£20,513 31	£22,248 31	£14,880	↓	No change
Street Cleanliness Score (ENV3c)	86.51 30	93.40 15	92.80	↑	↑ Up 15 places
Percentage of total household waste arising that is recycled (ENV6)	47.61% 18	43.50% 21	44.70%	↓	↓ Down 3 places
Percentage of adults satisfied with refuse collection (ENV7a)	83% 15	82.63% 12	76.30%	↓	↑ Up 3 places
Percentage of adults satisfied with street cleaning (ENV7b)	75.33% 8	71.90% 9	66.30%	↓	↓ Down 1 place

*Rank based on 32 local authorities unless stated otherwise

Note: Cash values for 2017/18 have been updated in line with inflation to make them comparable with 2018/19 values.

Shared Services Joint Committee

Report by Shared Service Manager – Audit and Fraud

11 December 2020

Subject: Internal Audit and Fraud Update

1. Purpose

- 1.1 The purpose of this report is to update the Committee on progress in relation to the shared management approach agreed and implemented within the Internal Audit and Fraud service together with information as to potential future further options.

2. Recommendations

- 2.1 It is recommended that the Committee notes the contents of the report and progress against the current action plan to March 2021.

3. Progress Update

- 3.1 The formal appointment of the Shared Manager – Audit and Fraud was made on 1 January 2020.
- 3.2 An action plan was developed for the short to medium term which is set out at Appendix 1 and includes progress to date against the following:
1. Workstreams across WDC and IC for January to March 2020.
 2. Workstreams across WDC and IC for April 2020 to March 2021.
 3. Further development of audit planning, methodology and reporting to provide a high quality service to both Councils.
- 3.3 As can be seen from the action plan update good progress has been made and that further opportunities will be considered for further development of shared/joint approaches to service provision across the two Councils.

Andi Priestman
Shared Service Manager – Audit and Fraud
West Dunbartonshire Council and Inverclyde Council
Date: 11 December 2020

Person to Contact: Andi Priestman, Shared Service Manager – Audit and Fraud
andi.priestman@inverclyde.gov.uk
andi.priestman@west-dunbarton.gov.uk

Appendices: Action Plan

Internal Audit & Fraud Sharing Workstreams				
Area of Activity	Summary of Actions	Responsible Officer	Anticipated Completion Date	Progress Update 11 December 2020
Audit and Fraud workstream January to March 2020	Delivery of Annual Audit Plan 19-20 by 31 March 2020 <ul style="list-style-type: none"> - Inverclyde Council - West Dunbartonshire Council - Inverclyde IJB - West Dunbartonshire IJB Completion of 2018 NFI Exercise <ul style="list-style-type: none"> - Inverclyde Council - West Dunbartonshire Council 	Shared Service Manager – Audit and Fraud	31 March 2020	The completion of the annual audit plans were impacted by COVID-19 however sufficient work had been completed for all 4 plans such that reasonable assurance could be provided to the relevant CFO/s95 Officer. The 2018 NFI Exercises were completed.
Audit and Fraud workstream April 2020 to March 2021	Finalise Annual Audit Assurance Statement for 2019-20 <ul style="list-style-type: none"> - Inverclyde Council - West Dunbartonshire Council Undertake audit planning to develop 2020-21 annual audit plans for approval <ul style="list-style-type: none"> - Inverclyde Council - West Dunbartonshire Council - Inverclyde IJB - West Dunbartonshire IJB Delivery of Annual Audit Plan 20-21 by 31 March 2021 <ul style="list-style-type: none"> - Inverclyde Council - West Dunbartonshire Council - Inverclyde IJB - West Dunbartonshire IJB 	Shared Service Manager – Audit and Fraud Shared Service Manager – Audit and Fraud Shared Service Manager – Audit and Fraud	31 May 2020 31 March 2020 31 May 2021	Complete. Complete. The audit plans for IC and IJB were approved prior to lockdown. The audit plan for WDC was presented and approved at the June 2020 meeting of the Audit Committee. Progress against Audit Plans is monitored on a monthly basis to ensure sufficient work will be undertaken by end of May 2021 in order to provide reasonable assurance to the CFO/s95 Officer of the relevant organisation.

Area of Activity	Summary of Actions	Responsible Officer	Anticipated Completion Date	Progress Update 11 December 2020
Further developments	<ul style="list-style-type: none"> • Review audit methodology and reporting procedures across both Councils for best practice. • Review Corporate Fraud arrangements, including policies and procedures across both Councils for best practice. • Develop a clear internal audit people strategy which supports the Councils' objectives and promotes a culture of excellence. 	Shared Service Manager – Audit and Fraud	31 March 2021	<ul style="list-style-type: none"> • Audit methodology and reporting procedures has been realigned across both Councils for 20/21. • The review of corporate fraud arrangements, including policies and procedures across both Councils is ongoing to ensure due cognisance is taken of best practice. • An opportunity has arisen in WDC audit team which allows the review of tasks and responsibilities. This review is currently underway. Audit resource has been aligned to deliver a partner approach to organisations subject to internal audit reviews which ensures continuity of audit support and develop an enhanced understanding of each organisation within the audit team.

Shared Services Joint Committee

Report by

Shared Services Joint Committee : 11 December 2020

Subject: Joint Collaboration: West Dunbartonshire and Inverclyde Councils – Performance and Strategy

1. Purpose

- 1.1 The purpose of this report is to update on progress since West Dunbartonshire and Inverclyde Councils began a six-month trial of shared Performance and Strategy management on 1 October, 2020.

2. Recommendations

- 2.1 The Joint Committee is recommended to note this report.

3. Background

- 3.1 Following the appointment of the Shared Head of Service for Roads, Transportation, Fleet, Waste and Grounds Service, the Shared Internal Audit Manager, and the Shared Fleet and Waste Manager, officers from West Dunbartonshire and Inverclyde have continued to explore other opportunities between the two Councils. Inverclyde Council sought consideration to trial the shared post for Performance and Strategy activity as they had a vacant service manager post for Policy, Partnerships and Performance, while West Dunbartonshire had an experienced Manager in post.

- 3.2 Proposals for a Shared Manager post on a six month trial starting on 1 October 2020 were approved by both Councils in September 2020.

4. Main Issues

- 4.1 Since the trial appointment began the Shared Manager has had formal and informal meetings with the Inverclyde Chief Executive, the Inverclyde CMT and wider service teams. As well as assuming responsibility for delivery of the policy, partnerships and performance team functions, the manager will lead on a number of areas of focus identified by the CMT.
- 4.2 The Shared Manager will develop proposals for consideration on a number of areas including the introduction of new Performance Management software for Inverclyde, revisions to delivery of Equality Impact Assessments, and a refresh of the community planning arrangements.
- 4.3 Senior Officers will monitor the progress of the partnership in the coming months. Towards the end of the trial period further discussions will be held with all parties to determine the future direction of this service area. Following that, reports will go to both Councils with recommendations on next steps.

5. People Implications

- 5.1** There are no people implications within this report. It should be noted however that the temporary Shared Manager has secured a promoted post with another public sector organisation and will be leaving West Dunbartonshire Council in February 2021. This will be considered further by Senior Officers before recommendations come forward.

6. Financial and Procurement Implications

- 6.1** There are no financial or procurement implications from this report.

7. Risk Analysis

- 7.1** There is no requirement for a risk analysis in respect of this report for noting.

8. Equalities Impact Assessment (EIA)

- 8.1** A screening for EIA identified that there was no requirement for an EIA to accompany this report.

9. Consultation

- 9.1** This is an update report for noting so no consultation was required in its preparation.

Malcolm Bennie
Strategic Lead for Communications, Culture, Communities and Facilities
West Dunbartonshire Council
30/11/2020

Person to Contact: Malcolm Bennie
Malcolm.bennie@west-dunbarton.gov.uk
07951200113

Background Reports None

Wards Affected: All